

BPR Implementation in Ministry of Federal Affairs:

A Study on Identifying Attitude Influential Factors of
Employees, Achievements and Critical Challenges towards BPR



A Research Project submitted to the Department of Management, College of
Business and Economics, Jimma University in partial fulfilment of the
requirement for the Masters of Business Administration (MBA).

BY:

Michael Aregawi (BA)

Advisors:

Dr. Shimeles Zewdie (PhD)

Ato Elias Bekele (MBA)

Jimma University College of Business and Economics
School of Graduate Studies MBA Program

June, 2014

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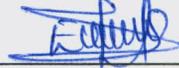
By: Michael Aregawi

Approved by Board of Examiners

Main Advisor Name:- Shimeles Zewdie (PhD)

Signature _____


Co-Advisor Name:- Elias Bekele (Ato)

Signature _____


Internal Examiner Name:- Ato yosef Tilahun

Signature _____


External Examiner Name:- Worku mekonen(PHD)

Signature _____


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Abstract

Implementation is the most difficult phase. In implementing BPR, employees have different attitudes towards BPR and depend on those factors the organization faces a lot of challenges. Whereas, if the organization passes those challenges, there are an appreciated achievements. The objective was to assess the implementation of Business Process Re-engineering in the Ministry of Federal Affairs.

The research project was engaged with both the qualitative and quantitative research strategies. A cross sectional research design was conducted. In order to substantiate the results the data's were collected by using structured questionnaires and in-depth interviews research techniques were entered in SPSS version 16.00. 147 and 10 key- informant's participants were involved. Bivariate and multivariate linear regression model was adopted. In the quantitative part, variables having mean scores > 2.5 had high and < 2.5 had less influential impact on employees attitude towards BPR. Work experience only in MOFA and educational status were significant with attitude influential factors towards BPR.

Because of BPR: high impact intervention areas were selected, a shift from here to there types of job to sedentary ways of job, a shift from fire brigade approach to immediate solution, critical role and responsibilities for some work unit developed and identified, advanced ways of registration for new Religion and Faith institutions were developed. Almost all employees have awareness on BPR. The organization acquired better performance in terms of speed, cost, quality, quantity and level of customer satisfaction. Similarly, the challenges were Lack of proper and consistent handling of the program, leaving ownership for performer than owning it, Performing the program for the seeks of survival than internalizing, Performing based on the BPR requirements but poor documentation system, Lack of commitment on engagement in the sides of independent stockholders, Accountability problems, and disagreements on selecting the goals and thematic results. Employees who serve more in the organizations and those who have certificate and others out of Master, Degree, Diploma education status had positive attitude while the organization implemented BPR. MOFA should give more emphasize on the factors which have high influential impact on employees to developed a negative attitudes. MOFA should develop a team charter with stockholders to create accountability and responsibility.

Key Words: *BPR, Challenging factors, Achievements, Success and Failure of BPR.*

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Acronyms

BPR- Business Process Reengineering
CPR -Conflict Prevention Resolution
CSRP- Civil Service Reform Program
EMPA- Ethiopian Management Professionals Association
FDRE -Federal Democratic Republic of Ethiopia
G/D- General Directorate
HR- Human Resource
HRDMM- Human Resource Development and Material Management
HRM- Human Resource Management
IGR- Inter Government Relation
IT- Information Technology
MOCB- Ministry of Capacity Building
MOFA- Ministry of Federal Affairs
PR- Personal Relation
RFA- Religion and Faith Affairs
SPSS -Statistical Package for Social Scientists
TOR- Terms of Reference
TQM- Total Quality Management

Chapter One

Introduction

1.1. Background of the Study

Change is inevitable for all organizations operating in a changing environment in order to survive in this very competitive world. Change is a fact of organizational life, just as it is in human life. An organization that does not change cannot survive - long much less thrive- in an unpredictable world. (Anon.R, 2000)

Change management is the application of many different ideas from the engineering, business and psychology fields. To understand change management it needs to consider two converging and predominant fields of thought: an engineer's approach to improving business performance including business strategy, processes, systems, organizational structures and a psychologist's approach to managing the human-side of change on how humans react to their environment, and how an individual thinks and behaves in a particular situation. The extreme application of either of these two approaches, in isolation, will be unsuccessful. Contributions from both the engineering and psychology fields are crucial for successful design and implementation of business change. (Jeff Hiatt, and Tim Creasey, 2012).

So, change management is the discipline of managing change as a process, with due consideration that employees who are people, not programmable machines. It is a well-known fact that organizations do not change unless people changed.

BPR is defines by the well known BPR scholars Hammer . M and Champy . J (1993) as:- It is the fundamental re-thinking and radical re-design of business process to achieve dramatic improvement in critical contemporary measure of performance such as cost, quality, service and speed.

BPR does not only mean change, but rather dramatic change. The constituents of this drastic change include the overhaul of organizational structures, management systems, employee responsibilities and performance measurements, incentive systems, skills development, and the use of IT(Debela,T 2010).

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Al-Mashari and Zairi (1999) suggest that BPR involves changes in people behaviour and culture, processes, and technology. As a result, there are many factors that prevent the effective implementation of BPR and hence restrict innovation and continuous improvement.

It is true that any change passes through challenges, the cause for those challenges may be: resistance to change, technological failure, shortage of resources, commitment of higher level officials, misunderstanding of the tool, confusion of the employees to whom to report, resistance from employees, change in the structure and its associated changes, empowerment and controlling problems, shortage of knowledge, lack of motivation are common challenges in BPR implementation. (Armistead. C and Rowland. P,1998, P. 76)

In 1996, the Ethiopian government introduced the Civil Service Reform Program (CSRP) to disentangle the intricacies of the old bureaucratic system, and to build a fair, responsible, efficient, ethical and transparent civil service that accelerates and sustains the economic development of the country. However, lack of competent personnel, prevalence of attitudinal problems and absence of a strong institutional framework constrained the success of the reform. To reinvigorate the CSRP, the Ethiopian government has been implementing BPR in public organizations since September 2001 E.C. In this regard, there are claims and counter-claims on the effectiveness of BPR implementation in improving the performance of public organizations (Getachew Hailemarial Mengesha (2006, p. 4)).

Regarding to this, the organization started to implement BPR in 2001, employees have different attitudes toward it some have positive, while others have opposite attitude and also the organization faces some challenges. Even though the organization faces such ups and downs, the organization is currently considered as best BPR implementer organization and found in the right change track than any ministry institution in annual evaluation forum of Civil Service Reform and Capacity Building Ministry. Therefore, these issues motivated the researcher to assess the awareness levels and the influential factors of employee's attitude, the major challenges and the appreciated achievement of BPR in the organization.

1.2. Statement of the problem

Ministry of Federal Affairs first established under the proclamation No. 256/2001 that defined the powers and duties of the reorganized executive organs of the Federal Democratic Republic of Ethiopia (FDRE). It was organized having two main sectors called Regional Affairs and Urban Development Sectors. After 5 years the Ministry was again reorganized under proclamation No.471/2005 whereby the Urban Development was excluded and other powers and duties were given instead. Again on Proc.No.641/2009 and 691/2010 additional role & responsibility given to oversee & ensure common understanding among Religions and Faiths to prevent any form of conflict (TOR, 2004).

While the Ethiopian government has been starting implementing BPR in public organizations and then practicing BPR had become the principal agenda in many governmental organizations of the country. So as MOFA is being the one from the ministries (organizations) starts practicing BPR from that time onwards.

Successful implementation of BPR projects benefited the organization by increasing its productivity through reduced process time and cost, improved quality, and greater customer satisfaction. Hence the implementation process must be checked against several success/failure factors like setting comprehensive implementation plan, addressing change management issues and measuring the attainment of desired results so as to ensure successful implementation, as well as to avoid implementation pitfalls (Cooper and Markus, 1995; Hammer and Stanton, 1995; Carr and Johnson, 1995).

On the basis of the above idea MOFA had introduced BPR to its system in order to utilize it as an enabling management tool for transformation and hence has started its implementation since 2001. However, there were different attitudes on BPR depends on different factors, there were also critical challenges and achievements during the process of implementation in MOFA, as in many organization faced during practicing and implementing BPR.

The most frequent challenges against BPR implementation of MOFA were resistance to change, shortage of resources, commitment of higher officials, misunderstanding, resistance from employees, shortage of knowledge and lack of motivation.

Identifying the awareness level and influential factors of employees attitude is the critical thing to practice something new or known because attitude determines altitude.

Based on those facts, the purpose of this research is to assess and identify the awareness level and the influential factors of employee's attitude, the challenges and achievements encountered during BPR implementation in MOFA. Therefore, the researcher plans the present study to seek out answer for the following major questions.

- ❖ How was the awareness level of the employees of MOFA towards BPR?
- ❖ What were the factors that influence the attitudes of the employees?
- ❖ To identify What were the factors that affect BPR implementation and
- ❖ What were the factors associated with success of BPR implementation?

1.3. Objectives of the Study

The study was conducted to achieve the following general and specific objectives:

1.3.1. General Objectives

To assess the implementation of Business Process Re-engineering in Ministry of Federal Affairs (MOFA)

1.3.2. Specific Objectives

- ❖ To examine the awareness level of employees towards BPR.
- ❖ To identify attitude influential factors of employees towards BPR.
- ❖ To identify the major challenges of BPR implementation.
- ❖ To identify the major achievements brought by adopting BPR.

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1.4. Significance of the Study

Therefore, it is argued that the process and the outcomes of this research work were stated as follows:-

- ❖ Show the challenges and achievements.
- ❖ Gives insight about the awareness level and attitudes of employees towards BPR and
- ❖ Serves as a source of reference.

1.5. Scope of the Study

The study was restricted in the main office work units which are found in Addis Ababa, Ethiopia. And concerned in assessing and identifying the awareness level and attitude influential factors of employees, critical challenges and appreciated achievements towards BPR during implementation in MOFA.

Under this assumption, the researcher wants to assess only on those work units which are found in the main office in Addis Ababa, Ethiopia. Especially exclude the equitable development departments branches on data collection, which provide service for the developing regions of the country, and the employees who are not available at all the time, but tried to collect the necessary data's. This is because of the limited time, finance and capacity, so the researcher was forced to delimit the scope of the study only in the main office found in Addis Ababa.

1.6. Limitations of the Research

A research project may face different challenges and constraints which could undermine the quality of the researcher research.

During the course of this research, the researcher faced the following constraints, limitations and problems which could have a negative impact on the quality of the research, some of these are:-

- ❖ The research was mainly focused on the main office work units of MOFA
- ❖ Absence of researches regarding to BPR in the organization.
- ❖ Cost and time limitations to include customers satisfaction and to reach to branch offices.
- ❖ The data was collected only from MOFA so, the result may not be applicable to other organization.
- ❖ The collection of data is being cross-sectional survey research design.
- ❖ The questionnaire and interviews was hold in the researchers organization, the response could have been an influence by person being bias on the subject matter.

1.7. Organization of the Study

This research paper was organized in to six chapters. The first chapter was the introduction part which comprises background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, limitation of the study and organization of the study.

The preceding chapter encompasses review of literature which undertaken different documents about the basic issues of BPR and detailed coverage on the concept, meanings and definitions of the proposed study was explained.

Then, the third part presented the research methodology and the adopted research method for the study and informs the way how the population, the sample and the way data are collected and analyzed in addition to identifying the dependent and independent variables.

The qualitative and quantitative data presentation, data analysis, data interpretation and discussions were presented in the fourth one.

Finally, the last chapter deals with conclusions and recommendations drawn by the researcher based on the analysis made and references followed.

CHAPTER TWO

REVIEW OF RELATED LITERATURES (THEORETICAL AND EMPIRICAL REVIEWS)

A. THEORETICAL REVIEWS

2.1. Overview of BPR

BPR is described in variety of names by different authors such as core process redesign, process innovation, business process redesign, organizational reengineering, breakpoint business process redesign and business restructuring. Business Process Re-engineering (BPR) is not a new management tool, it was emerged in United States during the 1980s and early 1990s, first in the private sector and later in the public sector (R.J. McQueen and M. Baker, 1996, pp. 1-14). The term BPR is commonly defined by different scholars as follows:

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 (M, Hammer and J, Champy, 1993, p.32), and BPR is the analysis and design of workflows and processes within and between organizations by Davenport. T.(1993).

BPR is analyzing, simplifying and redesigning the business process to radically improve the cost and the quality of a product or service (Laudon. K, 1998, pp.407).

Similarly, Johansson et al, (1993) stated that Business Process Reengineering, although a close relative, seeks radical rather than merely continuous improvement. It escalates the efforts of JIT and TQM to make process orientation a strategic tool and a core competence of the organization. BPR concentrates on core business processes, and uses the specific techniques within the JIT and TQM "toolboxes" as enablers, while broadening the process vision.

It's temple, best practices is the groundwork, change and risk management is the floor, besides, the three under prop are process focus, radical change and dramatic improvement. All the elements compose the temple and then support business process reengineering, finally achieve improving the competitiveness (David. K & Henry. J, 1995).

Thus such various review of literature the way that BPR is described indicated that there is no clear and agreeable definition for it, But based on the above definitions given by the specified authors the researcher tried to summarize it by taking in account the similar characteristics and having common sense to BPR as: BPR is about starting of a new business process from the scratch, and it needs the fundamental and radical redesign of the old (traditional) processes for the organization.

In general, it is an organizational change method used to redesign an organization to drive improved efficiency, effectiveness, and economy and these organizational change tools may include: Activity based costing analysis, Base lining and benchmarking studies, Business case analysis, Functionality assessment, Industrial engineering techniques, Organization analysis, Productivity assessment, Workforce analysis and others.

As we already sees that, what business process reengineering means and how different authors define it, now let's examine some of that business process reengineering is not in a summarized ways as noted by M, Hammer and J, Champy (1993:48):

- ❖ Reengineering is not automation or computerization:
- ❖ Reengineering is not restructuring or downsizing:
- ❖ Reengineering is not reorganizing, delivering or flattering an organization:
- ❖ Reengineering is not quality Improvement, total quality management, or any other Manifestation of Contemporary Quality Movement:
- ❖ Reengineering is not Decentralizing or Outsourcing:
- ❖ Reengineering is not about Incremental Change, but Step (Dramatic) Change:

2.2. Why Employees Being Challengeable for Changes (BPR)?

This sub-topic will try to cover the reasons(factors) why the employees of an organization shift or change their attitude towards not only BPR but also others related with changes by incorporating different literatures from different researchers and authors. Change is always accompanied by resistance to change (Paul McShane, 2001). And resistance is the resultant employee's reaction of opposition to organizational change (Keen, J, 1982, Folger, R. &

Skarlicki, D. (1999). It is an emotional/behavioral response to real or imagined threats to an established work routine (**Robert Kreitner and Angelo Kinicki 2000**).

Employees resistance for change can be explained in different ways:

Based on **Robert Kreitner and Angelo Kinicki** (2000), in acceptance(enthusiastic, cooperation, acceptance), indifference(passive resignation, apathy, doing only what is ordered), passive resistance(regressive behaviour, non learning, protests, working to rule) and active resistance (doing as little as possible, slowing down, personal withdrawal, committing errors, spoilage, deliberate sabotage).

Based on S,P, Robbins (1995), as overt and immediate(work slowdown, threatening to go on strike, etc) and implicit and deferred(loss of loyalty to the organization, loss of motivation to work, increased errors or mistakes, increased absenteeism due to “sickness”).

With in this regard different researchers such as (by R, Kreitner and A, Kinicki, 2000), Stephen, P, Robbins (1995), and P, McShane (2001), (Egan, R. and J. Fjermestad (2005), (**Kamran Khan and Masood ur Rehman**, 2008), McNamara, R,T (2001) and others tried to state that the general views of factors that initiates resistance to change under their publications as:

- ❖ why most change doesn't succeed or get implemented
- ❖ the presence of strong resistance to change
- ❖ How is organization-Wide Change Best Carried Out?

The reason why employees being challengeable for changes (BPR), was assessed based on different scholars noted, and that is presented as follow:

- ❖ Fear of the unknown by R, Kreitner and A, Kinicki, (2000), S, P, Robbins (1995), and P, McShane (2001).
- ❖ Loss of status and/or job security by R, Kreitner and A, Kinicki, (2000), S, P, Robbins (1995).
- ❖ Economic factors by S, P, Robbins (1995), and P, McShane (2001).
- ❖ Disruption of cultural relationships and/or group relationships by R, Kreitner and A, Kinicki, 2000), and P, McShane (2001).

- ❖ Climate of mistrust by R, Kreitner and A, Kinicki, 2000).
- ❖ Overcoming Resistance to Change, Education and communication, Negotiation and agreement by (P, McShane, 2001), (Anon.,2005), R, Kreitner and A, Kinicki (2000).
- ❖ Participation and involvement by (P, McShane, 2001), R, Kreitner and A, Kinicki (2000), Stephen P. Robbins (1995).
- ❖ Manipulation and cooptation by (Stephen P. Robbins, 1995), and (P, McShane, 2001).
- ❖ Coercion by (P, McShane, 2001;R, Kreitner and A, Kinicki, 2000; Stephen P. Robbins, 1995)
- ❖ failure to have a process perspective, fixed process which is not flexible enough to be responsive to needs and requirements, not involving employees in decision making, assigning someone who does not aware of BPR, technology limitation, designing a project but with weak team and tricky communication by M. Hammer and J.Champy (1993).
- ❖ management fear of losing authority, employee fear of losing job, skepticism about project result and uncomfortable feeling with the new working environment by T. Davenport (1994)
- ❖ Uncomfortable feeling with the new working environment by K.K, Aggarwal (1998).

Depending on their awareness level towards the newly implemented change, Employees of an organization plays an important role for both in the accepting change or resisting of the firm's new change, and it will be a cause for the challenge so this thing makes the employee to be more reluctant for change because their attitude is depend on their awareness level towards the change.

As different authors tries to state the general views of the factors that affect resistance to change above, this study tried to assess the causes for employee perspectives having a positive or a negative attitude towards BPR and considers this staff perspectives as a ground root for the implementation of BPR to achieve the desired organizational goals.

2.3. The Success and Failure of Business Process Reengineering

It is obvious that challenges, mistakes, or barriers are the expected once during something new is happen and these are the causes for the reengineering effort to fail and makes the organization not to implement the system easily and to achieve its desired goals. But if they are controlled and solved effectively and accordingly, implementation be so easy and the organizations can achieve the desired goals by implementing the new system. Based on the information gathered from different literatures let's consider them in different parts in accordance:

2.3.1. Success (Achievements) of Business Process Reengineering

The ultimate success of BPR depends on the people who do it and on how well they can be motivated to be creative and to apply their detailed knowledge to the redesign of business processes (Klein, K. and Knight, A. 2005, 224), so the attitude of the employees towards change has a great contribution. Authors like Attaran, M and Wood, G (1999); Revenaugh, D. (1994); Terziorskia et al.(2003), indicated numerous organizations like Ford Motor, Wal-Mart, IBM Credit Co., and so forth which achieved larger cost reduction, higher profits, improved quality and productivity, faster response to market and customer service through BPR.

Some Ethiopia researchers such as Assefa, B (2009), T.Debela and Hagos (2011) Mengesha, G (2007) also states in their research findings, because of proper implementation of BPR organizations have shown encouraging achievements in terms of efficiency, mission effectiveness, transparency, and minimizing costs and corruption attest.

Besides this, it is very important knowing the factors and results of proper implementation of business process reengineering according to scholars:

Majerd A.M. and Mohamed Z (1999) classified the success factors into five core dimensions.

- ❖ Factors related to change management(revising reward and motivation systems, effective communication, empowerment, human involvement, training and education, creating an

effective culture for organizational change, stimulating the organization's receptiveness to change)

- ❖ Factors related to management competency and support(committed and strong leadership, championship and sponsorship, management of risk)
- ❖ Factors related to organizational structure(an adequate job integration approach, effective BPR teams, appropriate job definitions and allocation of responsibilities).
- ❖ Factors related to project planning and management(aligning BPR strategy with corporate strategy, effective planning and use of project management techniques, setting performance goals and measures, adequate resources, appropriate use of methodology, external orientation and learning, effective use of consultants, building a BPR vision, effective process redesign, integrating BPR with other improvement approaches, adequate identification of BPR values).
- ❖ Factors related to its infrastructure (adequate alignment of it infrastructure and BPR strategy, building an effective it infrastructure, adequate it investment and sourcing decisions, adequate measurement of it infrastructure effectiveness on BPR, proper is integration, the effective re- engineering of legacy is, increasing the it function competency, effective use of software tools).

2.3.2. Failure of Business Process reengineering

Here are various reasons that make BPR project to fail. The first thing is the employees awareness level and attitude towards BPR. And to understand thoroughly the issues involved on BPR implementation failure, this section reviewed the primary barriers, challenges and failures for effective BPR implementation.

M, Hammer and Stanton, S (1994:14-33) noted the reason for failure are: To say you are reengineering without actually doing it; Trying to apply BPR where it can not fit; To spend too much time analyzing the existing processes; To attempt the reengineering without the requisite leadership; Difficulty in coming up with new ideas; The attempt to go directly from process redesign to implementation; Not reengineering quickly; Limiting the range of reengineering effort, To adopt the wrong style of implementation; and failure to attend the concerns of the people.

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Attaran, M. and Wood, G. (1999) identified five primary challenges to make effective BPR implementation. These include misunderstanding of the concept, misapplication of the term, lack of proper strategy, management failure to change, and failing to recognize the importance of people, and Attaran, M alone add the remaining three factors 'lack of flexibility, lack of organizational communication, failure to test the process .

Atakilt, H (2008), stated the problems based on the implementation stages as: Misconceptions about Business Process Reengineering (at early stages) and existing Organizational culture, Limited Commitment among Some Organizational Leaders (at early stages), Poor communication, Technical problems)

Bhat, R (2007 p. 129), who classified based on risk factors. These risks factors are: Financial Risks, Technical Risks, General Project Risks, Functional Risks, and Political Risks.

Malhotra, Y.(1998, p. 210). said the factors as: Lack of sustained management commitment and leadership, Unrealistic scope and expectations, and Resistance to change.

Majerd A.M. and Mohamed Z (1999) classified the failure factors the same as they classified the success factors earlier into five core dimensions:

- ❖ Change management and culture (problems in communication, organizational resistance, lack of organizational readiness for change, problems related to creating a culture for change, lack of training and education).
- ❖ Management competency and support (problems related to commitment, support, and leadership, problems related to championship and sponsorship).
- ❖ Organizational structure (ineffective BPR teams, problems related to the integration mechanism, job definition, and allocation of responsibilities).
- ❖ Project planning and management(problems related to planning and project management, problems related to goals and measures, inadequate focus and objectives, ineffective process redesign, problems related to BPR resources, unrealistic expectations, ineffective use of consultants).

- ❖ IT infrastructure (problems related to investment and sourcing decisions, improper integration, inadequate development, ineffective re-engineering of legacy systems, miscellaneous problems).

To explain in a summarized way of the cause for the success and failure of BPR implementation the five core dimensions are: Change management; Management competency and support; Organizational structure; Project planning and management; and IT infrastructure which are made by Majerd A.M. and Mohamed Z (1999) is enough because they includes what the other scholars mentioned above.

2.4. BPR in Public Sector

As the researcher study was done in one of the public organization, it is needed to examine the success and failures of the public organizations separately, even though the general concept was discussed earlier.

2.4.1. Failures of BPR Implementation in Public Sector

Reyes, D.(2001) reviewed challenging factors of BPR implementation to public organizations are: government activities are often so interrelated, bureaucratic behaviour and action as often based on laws and a series of incremental changes in rules derived from policies or legislation, which is reengineering fundamentals of “breaking away from the past”, as a major obstacle, substantial investments requirements of BPR in developing or even upgrading IT fear of the cost.

Hutton, G, (1995) cites the obstacles to change in the civil service with regard to BPR. These obstacles includes the traditional civil service culture with its emphasis on continuity predictability and fairness; initiative fatigue; resistance to change; misunderstanding of the requirements of the business; unwillingness to take risks at senior management level and communication with staffs.

According to McNulty T & Ferlie, E (2004), the factors that contributed to failure included the existence of powerful professionals, who reinterpreted the BPR program to suit their interests, and the lack of the BPR change agents' capability to manage the BPR project properly.

The conclusion which is formulated by Halachmi.A, (1995) are Government organizations are often tied to different kinds of regulatory connections (e.g. connections with other organizations and boundary conditions provided by the legal framework). For most public organizations, radical changes in the way government delivers its services and products could be problematic. The reason is that any change in one part of the organization is likely to trigger change(s) or disruptions in other areas. Since each area of a public agency is monitored by and serves multiple stakeholders, a successful change cannot take place without the consent of all the affected stakeholders. Forging such a consensus may prove beyond the ability of many public administrators.

Lenk .K,(1997: 157) stresses the number of risks implying BPR in the public sector: As a focus on top-down design at the expense of employee participation and concerns about implementation. Less meaningful interaction of organization members and a loss of organizational culture, A danger of increased organizational rigidity, inadvertent deflation of the knowledge asset which is central to public sector organizations;

Archer .R & Bowker. P, (1995) lack of communication and lack of a clear vision of the project, lack of staff participation and ownership, lack of involvement from staff at different levels, failure to instil a re-engineering culture, and lack of project organization and planning.

2.4.2. Success of BPR Implementation in Public Sector

To implement BPR in any organizations successfully it is mandatory that having a positive thinker staffs towards change, that is why organizations in Ethiopia like Addis Ababa Transport Office (Renewing driving license from 2 hrs to 45 minutes), Addis Ababa branch of CBE (Withdrawing money from the bank, changed the two steps to one step), Ethiopian Customs and Revenue Authority (The cycle time for tax collection of cargo import/export goods has reduced from 45 minutes to 13 minutes), Ministry of Trade and Investment Office (Cycle time of registration and licensing service reduced from 43 days to 30 minutes), Ministry of Agriculture and Rural Development (MOARD) (The BPI project shortened the cycle time of preparing facilities for fieldwork from ten days to two hours. The same is true for settling accounts after fieldwork, have implement it better than other organizations and achieve an improved performance as Tesfaye Debela, (2009) stated in his research findings.

Halachmi, A and Bovaird (1997) noted that the success of a BPR is depends on that the organization's BPR capacity (knowledge of the BPR processes, implementation capability and familiarity with change management) in distinguishing value-adding missions and service delivery processes from non-value adding ones.

Based on the findings of their case study Wu, Y. and Du, J. (2010) emphasised the importance of retaining the reengineering team until completion; the reengineering team's competency in change management, the role of IT in BPR and those functions of the organization to be redesigned; empowering employees; and continuously monitoring and improving the BPR outcome.

Reyes, D (2001) noted success factors of BPR implementation to public organizations are: commitment and support of top management who have real power to change.

McAdam, R and Donaghy, J (1999) found that top management support, commitment and understanding of BPR and the selection of a knowledgeable and skilled reengineering team were critical for public sector BPR project success.

So based on the above mentioned literatures, the most common critical success factor of BPR implementing in public sectors are: BPR team competencies, BPR methodologies, change management, role of IT in BPR and BPR project management.

B. EMPIRICAL REVIEWS ON BPR

In these part of the study the researcher tried to address empirical reviews both from local organizations which are found in Ethiopia and international organizations(companies) found in other areas.

1. Empirical reviews from local organizations:

Even though it was difficult to get empirical reviews conducted in Ethiopian, the researcher forced to use the studies conducted in Ethiopian organizations as empirical reviews. For this case researches conducted by Mengesha, G and Common, R (2007) and T, Debela and B, Hagos (2011) uses as a sources .

Based on Mengesha, G and Common, R, (2007), Ministry of Trade and Industry (MOTI) and Ministry of Education (MOE) both organization achieve very high levels of user satisfaction and spectacular improvements in performance recorded because of BPR. However, the researchers also noted that the change process in both organizations tended had been slow.

According to T, Debela and B, Hagos (2011), Ethiopian Revenue and Custom Authority, Ministry of Labour and Social Affairs, Commercial Bank of Ethiopia, and Development Bank of Ethiopia encouraging results have been achieved in terms of efficiency, mission effectiveness, transparency, and minimizing corruption. And there was challenges in these organizations in human, technological and material capacities during BPR implementation.

2. Empirical reviews from international companies

A reviews based on M, Hammer and Champy, J (1993) and Halachmi, A(1995):

Ford Motor Company: At Ford Motor Company, the accounts payable department involved a work force of more than 500 employees. A benchmarking effort with Japan's Mazda, with whom Ford had formed a strategic alliance, revealed that the Japanese company employed only five personnel in its accounts payable group. Ford officials went into scrutinizing their systems and employed reengineering efforts to scale down the number of personnel from 500 to 125, a process that took five years. (The size and staff is still large compared to its sister company.) At

the Mutual Benefit Life, an insurance company, the time to process insurance applications involving 30 steps done by 19 people in five departments was trimmed down by as much as one-fifth (Dubrin, 1996: 7-9; Hammer and Champy, 1993: 39-44). Accounts of fairly successful reengineering efforts were also reported in Kodak, Hallmark Cards, Inc., Bell Atlantic, a as American Express and Amoco (Hammer and Champy, 1993; Halachmi, 1995)

GTE: the largest provider of local telephone services in USA with its main customer base in California, Florida and Texas. Federal Mogul is a manufacturer and distributor of auto parts to customers. In GTE before BPR from the time customers reported the problem to the company (contact with repair clerk), up to the service technician coming to the customers' home it has passed through various steps which are not value adding to customer, a large number of hands off and unsatisfactory process. After BPR, however, performance has improved dramatically, and repairs took hours now takes minutes on the one hand and customer problem solving and flexibility improved from almost none to 40% and aiming to reach 70% on the other hand (Hammer and Champy,1993).

Federal Mogul Company: Likewise, in the Federal Mogul, under the old process, there were many hand offs and a lots of steps to be passed to finish the process and deliver the part to the customer. Nevertheless, its worst competitors could do the same work in ten weeks, its best competitors could do it in six weeks and Federal Mogul was not winning many orders. Hence, these have forced the company to join the BPR track.

Accordingly, after BPR, this company saw the entire process. As a result, a sales representative and an engineer organized as a team and visit the customer. This avoids the ambiguities and misunderstanding that occurred when the sales representatives handed off specifications to engineer. All units of sales, engineers, and manufacturing are all connected by electronic work flow system so that everyone is instantaneously aware of every one's activities and needs and no need to use US mail system. Hence, the company has gone from 20 weeks to 8 day cycle time and achieve profitability more than double (Hammer and Champy 1993).

IBM Credit Company: At the IBM Credit Corporation, a wholly owned subsidiary of IBM, approval of applications for credit in the financing of the purchases of computers, software and services took six days on the average, with some lasting up to two weeks. As a result of the lag, potential buyers are given six days to find other sources of financing, be seduced by competitors of other brands, or simply withdraw from the deal. The reason for the delay had been traced to several hands-offs or stages of work from different specialists engaged in the approval, from the request to appraisal of creditworthiness to determination of the interest rate. This tended to delay even legitimate applicants. Once reengineered, it was discovered that the actual work can be done on the average of ninety minutes because much time is consumed by handing the form off from one department to the next. In the end, the Corporation replaced its specialists with generalists who take care of each application from beginning to end (Hammer and Champy, 1993: 36-39).

2.5. Conceptual framework of attitude influential factors of employees, challenges and achievements during BPR implementation.

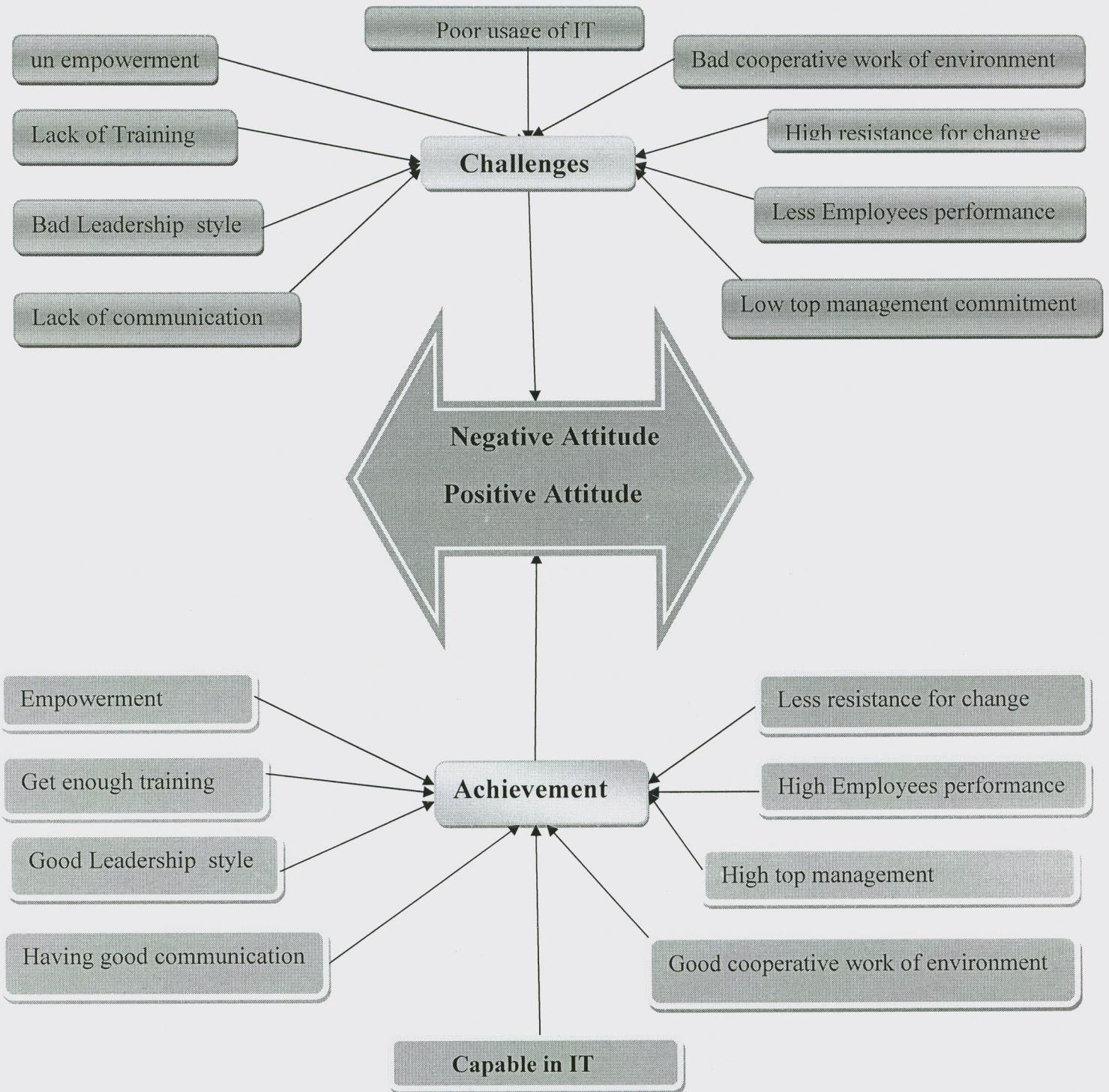


Figure 1 Conceptual framework of attitude influential factors of employees, challenges and achievements.

CHAPTER THREE

Research Methodology

The chapter focuses on describing the different methods applied in the research to gather data and the type of data used to carry out the research.

3.1. Research strategy

The researcher was engaged with both the quantitative and qualitative research strategies, qualitative research strategies for assessing the challenges and achievements of BPR implementation and the quantitative for the assessing of the awareness level of employees and to identify attitude influential factors of employees.

3.2. Study area and period

The research was conducted in the head office of Ministry of Federal Affairs, found in Addis Ababa, from December 5 up to May 30, 2014.

3.3. Research design

The researcher desired to study and find out the results of employees' attitude influential factors towards BPR, challenges and its appreciated achievements in the Ministry of Federal Affairs while implementing BPR. Hence, a cross sectional qualitative and quantitative study were conducted, in order to substantiate the results structured and self administered questionnaires and in-depth interviews were used by taking 147 respondents and 10 interviewees as a study subjects. The questionnaire were filled by 147 respondents form different work units and Directorates. The in-depth interviews included management (leaders) and performers of the change.

3.4. Source population

All permanent employees worked in different directorates generals such as Minister Office, Minister Deata Office, Equitable Development G/D, Conflict Prevention and Resolution(CPR) G/D, Inter Government Relation(IGR) G/D, Religion and Faith Affairs(RBA) G/D, Policy

Analysis, Planning, Finance and Purchasing G/D, Audit and Inspection Office, Women's Affairs Office, Change Management Office, Personal Relations (PR) Office, Human Resource and Development, and Material Management (HRDMM), Information Technology (IT) which are found in the head office of the Ministry of Federal Affairs used as a source of population during the data collection period.

3.5. Study Population

All sampled permanent workers and key informants of the organization from the source population who fulfil the inclusion criteria's were participated in the study.

3.6. Inclusion and Exclusion Criteria

Employees who are not willing to participate or unable to respond due to annual leaves, illness, field work.....etc were excluded from the study.

3.7. Sample Size Determination

As it was difficult to participate all employees in data collection, because of constraints. For qualitative data, 10 respondents were selected purposely and in-depth interviewed and among the key informants 3 from higher officials and 3 from middle level managers, 2 from lower level management and 3 performers.

Whereas, for quantitative data, the study participants were selected from 203 permanent employees found in the Ministry head office. The sample sizes were estimated using sample size determination formula for a single population proportion. Since there was no research works on BPR implementation assessment in Ministry of Federal Affairs before, so for commonness level that estimates maximum sample size was 50%, marginal error (d) was 0.05, non response rate of 0.1 with 95% confidence certainty and alpha 0.05 were considered.

Based on the assumption, a total sample size of 147 is calculated using the formula:

$$n = \frac{z_{\alpha/2}^2 p (1 - p)}{d^2}$$

$n = \frac{(1.96)^2 \times 0.50 (0.50)}{(0.05)^2} = 384$, since the population from which the sample is to be drawn is less than 10,000, the sample was adjusted by the following formula:

$$nf = \frac{n}{\left(1 + \frac{n}{N}\right)} = 384 / \left(1 + \frac{384}{203}\right) = 133$$

the non-response rate of 0.1, gives 14 and the total were 147.

3.8. Sampling Techniques and Procedure

3.8.1. Sampling Technique

Out of the total sample of 147 respondents, the proportions were allocated among different work units or General Directorates of the organization. For the in-depth interview 10 respondents, from top level management up to performer, who are expected to provide enough information, were selected purposively. Therefore, the sampled were identified by using simple random sampling techniques.

Table. 1 Summary of samples who will be included in the study taken from each work units are

No.	Name of the department	No. of Employees	In (%) Percent	Sample taken
1	Minister Office	6	2.9	4
2	Minister Deata Office	3	1.5	2
3	Equitable Development G/D	41	20.0	16
4	Conflict Prevention and Resolution(CPR) G/D	28	13.8	19
5	Inter Government Relation(IGR) G/D	15	7.4	10
6	Religion and Believes Affairs(RBA) G/D	19	9.4	13
7	Policy Analysis, Planning, Fin and Purchasing G/D	23	11.0	17
8	Audit and Inspection Office	8	3.9	6
9	Women's Affair Office	5	2.5	4
10	Change Management Office	6	3.0	4
11	Personal Relation(PR) Office	14	7.0	10
12	HR and Dev, and Material Management (HRDMM)	30	14.8	21
13	Information Technology(IT)	5	2.9	4
Total		203	100 %	147

3.9. Procedures

The Ministry of Federal Affairs has different work units and directorate generals that comprising a total of 203 employees and out of which 147 employees were selected randomly as a sample for the study and 10 respondent from top level management up to performer were selected purposefully.

3.10. Variables

3.10.1. Dependent Variables

- ❖ Attitude
- ❖ Challenge
- ❖ Achievement

3.10.2. Independent Variables

For attitude:- Socio-demographic characteristics of employees like:- Average monthly income, field of Study, educational status, general work experience, work experience only in MOFA, and Work department.

For challenge:- Employees, Managements, work experience, educational status and independent stakeholders

For achievement:- Training on BPR, Leadership style, communication, empowerment, work department, Top management commitment, IT, Work experience and educational status.

3.11. Data Collection Instruments

The study used more of primary data's, to investigate the primary data the researcher used structured and self-administered questionnaires in which anonymity were kept. The questionnaire contains variables like socio-demographic, training on BPR, leadership style, communication in between, employees performance, Perceived top management commitment, IT, achievement and other related issues.

And also the study was used in depth interview by the principal investigator and supportive with the selected key informants and performers using in-depth interview guide. These guides were developed with a theme on the assessment of BPR implementation in the manner that they addressed the critical challenges, achievements and attitude influential factors of BPR.

3.12. Data Collectors

The quantitative data were collected by involving five data collectors and three supervisors and all the qualitative data's were collected by the principal researcher and supportive.

3.13. Data Processing and Analysis

The quantitative data's were checked for completeness, entered and analyzed using SPSS version 16.0. The data's were expressed using descriptive and analytical analysis procedures. Bivariate and multivariate linear regression analysis was conducted between attitude influential factors and the independent variables.

The qualitative data's were analyzed manually using thematic analysis and triangulated with the findings from the quantitative data.

Scores were allotted for each variables in the questionnaires from 1-5 based on their strength and weakness on influencing impact of employees attitude, and 1-2 were assigned for those variables which have less influential ability and 4-5 were assigned for those variables which have high influential impact on employees attitude and 3 is an average. Generally, the researcher classified them as: the highest the mean scored (> 2.5) had high influential contribution for employees attitude towards BPR whereas the lowest the mean scored (< 2.5) had less influential impact on employees attitude towards BPR.

3.14. Data Quality Control and Assurance

The quantitative data's were collected by using a pre-tested questionnaire. For the quantitative data collectors and supervisors, refreshment training was given for one day on research data collection techniques and the ethics to be followed.

The supportive qualitative data collectors gained training on the techniques of interviewing in-depth interviews and also refreshment training on taking notes, using tape recorder. Pre- tests were conducted on the skills of interviewing and transcribe verbatim. The questionnaire were translated into Amharic (local language) and then back to English to ensure semantic equivalence.

Finally, the information's obtained from the in-depth interview were summarized and presented for the interviewee before closing up the interview sessions to make sure that the ideas reflect his/her views. Daily debriefing sessions were also conducted among the data collectors to collect further and detailed information based on the insight gained at each step.

3.15. Presentation of the Research Findings

The results of the study was communicated to the Ministry of Federal Affairs, and to Jimma University school of graduate studies.

3.16. Ethical Considerations

The research proposal was approved by ethical clearance committee of the Business and Economics College of Jimma University. Permission letter was obtained from Ministry of Federal Affairs. Written informed consent also obtained from permanent employees, managements, and higher officials. The rights of the study participants either to refuse participation or withdrawal from the study at any point were respected. All the data's accessed in due course were confidentially kept.

CHAPTER FOUR

Results and Discussions

4.1. Results

Under this chapter the data's that were collected through questionnaire and in depth interviews are presented, analyzed and interpreted based on the responses of employees of MOFA, to assess their attitudes influential factors towards BPR, the challenge and the appreciated achievements during the implementation of BPR.

The researcher distributed 147 (one hundred forty seven) questionnaire for the employees of MOFA and conducted interviews with ten (10) key informants who have different responsibility and roles in the organization. From the total number of 147 questionnaires distributed to the randomly selected employees of the organization, 130 questionnaires which means approximately 89% of the total number of distributed questionnaires were properly completed and returned back to the researcher and used for the entire analysis of the study. However, 5 (five) of them were discarded automatically for improper or partial responses, 6 (six) of them were not returned back and additional 6 (six) also avoided for not following the instructions correctly and answering a questionnaire element more than once.

To analyze the data collected from the employees, statistical package for social science version 16 (SPSS 16.0) was introduced. The gathered data's were organized, presented, analyzed and interpreted in a manner that enables to answer the basic research questions of the study.

4.1.1. Characteristics of the respondents

The average general service years were 15.61 ± 9.77 years, ranging from 1 to 38 years. The average work experience only in MOFA was 7.15 ± 6.25 years, ranging from 1 month to 38 years. The average monthly income was 2606.88 ± 1061.91 (ranging from 1100.00 to 5,535.00) Ethiopian birr. (see table-2).

Table 2 Statistical Mean and Std. Deviation of continuous independent variables

	General Service years	Work exp. only on MOFA	Average Monthly income
Mean	15.61	7.15	2606.88
Std. Deviation	9.77	6.25	1061.91

From the required total numbers 147 of the study 130 (response rate was 89%) permanent employee of MOFA which fulfilled the desired requirement are participated in the quantitative survey. Most of the participants were Degree level qualification 67 (51.50%) followed by Diploma 23 (17.70%). Similarly, respondents were also asked to describe their field of study which were 81 (62.30%) BECO followed by IT 10 (7.7%), almost 72 (55.40%) were out of the major departments and missions of the organization followed by CPR 19 (14.60%).

With regards to the respondents work position, from the total numbers of 130 who fulfilled the questionnaires' majority of the respondents accounts to 93 (71.5%) were performers and followed by 14 (10.80%) bureau heads. (see table-3).

Table 3. Socio-demographic characteristics of the respondents at MOFA, Addis Ababa, 2014

Variable	Category	Frequency	Percent
Educational Status	Master	21	16.2
	Degree	67	51.5
	Diploma	23	17.7
	Certificate	17	13.1
	Others	2	1.5
Field of study	BECO	81	62.3
	IT	10	7.7
	Others	28	21.5
	Health	8	6.2
	Engineering	3	2.3
Work Dep't	Others	72	55.4
	CPR	19	14.6
	Equitable Development	16	12.3
	Religion and Beliefs	13	10.0
	IGR	10	7.7
Work position	Performer	93	71.5
	Bureau Head	14	10.8
	Team Leader	11	8.5
	Process Owner	9	6.9
	Others	3	2.3

4.1.2. Employees awareness and source of information towards BPR

The researcher discussed with the key informants regarding to employees awareness level and sources of information's and also if there was a difference in it among the members of the organization, Most of the key informant's confirmed that all members of the organization have a clear awareness except those who join the organization before 6 months because the organization begin the program before five year and developed different short and long term training focusing with the issues. With regard to their awareness level they responded that there was a difference among the members of the organization, especially those who were in the top level management have good understanding than the middle level managers and performers. The tables below are a supplementary of the issue which was collected from the respondent in the quantitative way.

Regarding on the awareness to the concepts of BPR, 128 (98.5%) of employees were confirmed that they have clear understanding and awareness towards to the concept of BPR by saying their answers "yes". (see table 4)

Table 4. Employee's awareness towards BPR

Have you ever heard about BPR	No.	Percent
Yes	128	98.5
No	2	1.5

The table below was interlinked with the above table but it gives more emphasize on the respondent's source of information regarding to awareness of BPR.

The table tells that most of the employees of MOFA, accounts for 111 (85.4%) were gain their sources from the short and long term trainings and developments which were developed by MOFA, while 8 (6.2 %) of the respondent's acquainted through their own effort in their past education background and from their friends as a rumour. Both the remaining of the respondents 3 (2.3%) acquainted through seminars and conferences and the remaining others from workshops. (see table - 5)

Table 5 . Employees source of information towards BPR awareness

Source of information	No.	Percent
Training and Development	111	85.4
Others	8	6.2
Work Shops	4	3.1
Conference	3	2.3
Seminar	3	2.3

4.1.3. Attitude influential factors of employees

The table which found below specifically shows the critical issues that the organization should have give a serious attentions on those variables which causes a negative or positive attitude towards BPR even to the organization. As the researcher mentioned earlier in the objectives part of the research, identifying employees attitude influential factors towards BPR was part of it. So based on the estimated scores which is allotted from 1 up to 5 for each variables, by taking the average mean score of 2.5 as a reference those variables which have more than 2.5 mean score represents for negative attitude and had high impact, where as those variables which have less than 2.5 mean score represents for positive attitude towards BPR and had less impact.

So, based on the mean scored assumptions, the variables which contributes for the employees to have a negative attitude towards BPR were: lack of adjusting the benefits and incentives of employees accordingly (3.42 ± 1.11), the organization performance measurement doesn't correspond to changes (2.52 ± 1.17), presence of less motivational programs to update employees skills (2.92 ± 0.96), lack of addressing employees performance gaps i.e. if the actual performance does not meet the desired performance standard, in taking corrective actions (2.89 ± 1.12) and also the number of staffs under the department are not adequate (2.84 ± 2.24), less role of leaders in the organization played positively towards change (2.83 ± 1.03), absence of sufficient information technology experts in the organization (3.18 ± 1.09), absence of sufficient IT resources in the organization (2.97 ± 1.03), absence of extensively use IT system in the organization (2.83 ± 1.05), there is no performance recognition among co-workers (3.05 ± 1.25), fear of managers losing their authority after changes (2.95 ± 1.19), employees feel uncomfortable

with the system (2.55 ± 1.08), staffs members doesn't work on appropriate positions, according to their educational level and experience (2.91 ± 1.06), and there are a lot of issues which had an opportunity to minimize the negative attitudes by developing positive attitude those issues were: managers share vision and information of the organization with employees (2.25 ± 1.05), An existence of an open communication b/n supervisors and employees (2.10 ± 1.05), manager listen and use employees idea constructively (2.35 ± 1.06), manager place full confidence on employees (2.17 ± 1.05).

Furthermore there is a friendly (cooperative) interaction among workers in the work place (1.72 ± 0.92), Co-workers have confidence and trust to each other (2.22 ± 0.96), working in team to solve problems (2.42 ± 1.33) , Employees develop logical and creative solution to problems (2.34 ± 1.05), Employees are receptive to new idea and concepts (2.08 ± 0.97), there is less uncertainty among employees about the results of the change (2.25 ± 1.10).

In addition to these, sufficient Training is provided for employees to understand the benefit, objectives and principles of BPR (2.44 ± 1.02), Briefing manual, paper and guideline were prepared and distributed to describe the principles of BPR for the staff (2.25 ± 0.92), more or less there are sufficient facilities to provide service (2.47 ± 1.02), Higher officials of the organization have sufficient knowledge about BPR (2.09 ± 0.86), BPR is well designed and followed up by managers at each level (2.42 ± 0.97), Most of the employees were often finish their jobs as per the schedule set by BPR study (2.11 ± 0.78), There is good initiatives under taken by higher officials to trigger BPR in the organization (2.34 ± 1.04).

Generally, as it was tried to clearly defined all the variables above, out of the total 30 variables 17 of them are contribute for positive attitude, while the remaining 13 contributes for negative attitude towards BPR.(see table 6)

Table 6 - Influential factors of variables on creating positive or negative attitudes

Variables	mean	Std. dev
Do you have a friendly (cooperative) interaction with other workers at the work place?	1.72	0.92
Do you think you are receptive to new idea and concepts?	2.08	0.97
Do the organizations higher officials have sufficient knowledge about BPR?	2.09	0.867
Is there an open communication b/n supervisors and you?	2.10	1.06
How often do you finish your job as per the schedule set by BPR study?	2.11	0.780
Does your manager place full confidence on you?	2.17	1.06
Do co-workers have confidence and trust to each other?	2.22	0.96
Do your managers share vision and information of the organization with you?	2.25	1.05
Is their uncertainty among employees about the results of the change	2.25	1.10
Briefing manual, paper and guideline were prepared and distributed to describe the principles of BPR for the staff:	2.25	0.93
Do you develop logical and creative solution to problems?	2.34	1.05
How would you rate the initiatives taken by higher officials to trigger BPR in the organization?	2.34	1.046
Does your manager listen and use your ideas constructively?	2.35	1.06
Does team working play a role in problem solving?	2.42	1.33
The introduction of BPR in the organization is well designed and followed up by managers at each level	2.42	0.971
Sufficient Training is provided for employees to understand the benefit, objectives and principles of BPR:	2.44	1.03
There are sufficient facilities to provide service	2.47	1.028

CONT...Table .6

Variables	mean	Std. dev
Does the organization performance measurement correspond to changes	2.52	1.18
Do employees feel uncomfortable with the system?	2.55	1.09
Does the organization extensively use IT system?	2.83	1.050
To what extent are the leaders in the organization play positive roles towards change?	2.83	1.035
The numbers of staffs under your department is adequate	2.84	1.24
The organization addresses performance gaps i.e. if the actual performance does not meet the desired performance standard, in taking corrective actions	2.89	1.13
there is motivational programs to update employees skills	2.92	0.96
Do managers feel bad of losing their authority after changes?	2.95	1.19
There are sufficient IT resources in the organization to run the BPR	2.97	1.034
Is their performance recognition among co-workers	3.05	1.26
Does the organization has sufficient information technology experts	3.18	1.089
Does the organization adjust your benefits and incentives accordingly	3.42	1.11

Note: The highest the mean scored the least positive attitude towards BPR and the lowest the mean scored the highest positive attitude towards BPR.

4.1.4. Comparison of dependent and independent variables

From this table the researcher compared and identified the association, significance, scored mean and the standard deviations among the dependent (attitude) and the independent variables.

Based on the analysis considering the employees attitude as the outcome variable, it was found that there was a significant statistical difference and negative correlation between general service year ($P < 0.01$, $r = -0.30$) and attitude and work experience only on MOFA and Attitude ($p < 0.001$, $r = -0.43$). There was also significant statistical difference in attitude among different educational status ($p < 0.001$, $T = 6.14$).

Similarly, there was no statistical significant difference between attitude and average monthly income, professional category, work department and work position (see table 7).

Table 7 - Comparison of the independent variables with attitude mean and their association and P-value.

Variables	Mean	Std. Deviation	F/T-test, r-value (correlation coef)	Sig (P-value)
General Service years	15.61	9.77	-0.30	0.001
Work experience only on MOFA	7.15	6.25	-0.43	0.000
Average Monthly income	2606.88	1061.91	0.04	0.681
Work Dep't (Directorate)				
Equitable Development	2.70	0.59	1.76	0.141
CPR	2.53	0.51		
IGR	2.91	0.60		
Religion and Beliefs Affairs	2.36	0.28		
Others	2.48	0.65		
Current work position				
Bureau Head	2.47	0.60	0.72	0.579
Process Owner	2.27	0.50		
Team Leader	2.71	0.38		
Performer	2.55	0.63		
Others	2.57	0.62		
Educational Status				
Master	2.52	0.55	6.14	0.000
Degree	2.71	0.49		
Diploma	2.37	0.71		
Certificate	2.25	0.61		
Others	1.18	0.02		
Profession (field of study)				
BECO	2.58	0.62	1.21	0.308
Health	2.56	0.61		
IT	2.51	0.64		
Engineering	3.00	0.85		
Others	2.35	0.50		

4.1.5. The bivariate and multivariate linear regression on the predictors of attitude

In the bivariate analysis considering the employees attitude towards BPR as the outcome variable, it was found that there was a significant difference in work experience only on MOFA ($p < 0.001$), General Service years ($p < 0.01$) and educational status ($p < 0.05$).

Furthermore, attitude was significantly varied with educational status ($p < 0.05$). In the multivariate analysis, certificate holders had -0.36 (95% CI = $-0.66, -0.07$) units of more positive attitude when compared to those degree holders. Also, those who claimed themselves as others qualification had -1.21 ($-1.97, -0.44$) units of more positive attitude when compared to those who claimed themselves as degree holders. Nevertheless, there was no significant difference in the attitude towards BPR between those employees who claimed themselves as Master holder and those employees who claimed themselves as Diploma holders.

Similarly, as the number of years served in MOFA increased, negative attitude towards BPR decreased significantly by -0.03 (95%CI $-0.05, -0.01$). (see table 8)

Table 8 . The bivariate and multivariate linear regression on the predictors of attitude towards BPR implementation in the Ministry of Federal Affairs

Significant predictors	Crude β (95%CI)	Adjusted
Educational Status		
¹ Masters	$-0.02(-0.31, 0.26)$	$-0.11(-0.39, 0.17)$
¹ Diploma	$-0.20(-0.47, 0.08)$	$-0.15(-0.42, 0.12)$
¹ Certificate	$-0.33(-0.63, -0.02)^*$	$-0.36(-0.66, -0.07)^*$
¹ Others	$-1.38(-2.19, -0.56)^{**}$	$-1.21(-1.97, -0.44)^*$
General Service years	$-0.02(-0.03, -0.01)^{**}$	$-0.01(-0.04, 0.02)$
Work experience only on MOFA	$-0.04(-0.06, -0.03)^{***}$	$-0.03 (-0.05, -0.01)^*$

¹ the reference category was Degree, * $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$.

4.1.6. Appreciated Achievements in MOFA Because of BPR Implementation

4.1.6.1. Achievements from qualitative part

Key informants have raised the following points with regards to achievements. Because all the remaining success and failures of the organization is measured and deepened by the mentioned below directorate generals, that's why the researcher gave more emphasize on those core directorate generals appreciated achievements recorded in MOFA because of implementing BPR:-

1. In Equitable Development Directorate General under this department

- Afar Region Equitable Development Directorate
- Somali Region Equitable Development Directorate
- Gambela Region Equitable Development Directorate
- Benishangul Gumuz Region Equitable Development Directorate were found

Appreciated achievements gained by this directorate general were:

- High impact intervention areas were selected from here and there, a Shifting from all rounded support to some specific areas to the socio-economic transformation areas, these are developing Villagiazation program which allows the house holders to be benefited from socio economic factors, making the intervention areas on Education, Health, Agriculture and Water.
- A shift on the title from being Planning, Monitoring and Evaluation which is later in corporate with planning and finance Directorate General to Equitable Development Directorate General this is due to lack of clear role and responsibility of the department.
- A shift from frequent field to a sedentary (long term) field assigning a responsible body for the given woreda and develop a bureau in the four regions and each regions have its own bureau in the selected woredas.

2. In Conflict Prevention and Resolution Directorate General under this department

- Culture of Peace Building Directorate
- Early Warning and Rapid Response Directorate were found

Appreciated Achievements gained by this directorate general were:

- A shift from fire brigade approach to immediate solution by developing different peace committees at different levels to participate the society in solving conflicts
- Developing 7/24 information exchange room (situation room)
- Under control conflicts arises from any direction of the country within 4 and less hours
- Clustering the conflicting areas in association of neighbouring countries
- A shift of attitude from solving a conflict by armed forces to a scientific way by professional experts

3. In Intergovernmental Relations Directorate General under this department

- Strengthen of Federalism and National Consensus Building Directorate
- Institutionalizing Inter Governmental Relations Directorate were found

Appreciated Achievements gained by this directorate general were:

- Specially this department doesn't know its role and responsibilities, and it is organized because the organization has a responsibility to develop the department, the department was not as such functional un till the organization involve in BPR process. After this its critical role and responsibilities are known
- Good relation among regions and Federal are developed and became collaborative

4. In Religion and Faith Directorate General under this department

- Peace and Trust Building General
- Religious Organizations and Associations Registration General were found

Appreciated Achievements gained by this Directorate General were:

- Developing a relationships with Religion and Faith institutions
- Establishing a committee from different Religion and Faith to solve any conflicts relating to Religion and Faith by themselves to minimize the intervention of government
- web site based registration for new Religion and Faith institutions

Generally, in addition to the above achievements the following points were common in all Directorate Generals and are raised by all key officials' informants:

- ❖ Sense of belongingness (responsibility and attitude change) developed by employees to serve customers.
- ❖ performing and implementing capacities are developed
- ❖ Workers are arranged to sit and work together in one open room performing similar jobs, it increased team work and transparency.
- ❖ The processes for serving the citizens have been updated with the customers' needs in mind of workers.

So, as it was indicated in each directorate general achievements, even though there is no specified quantified performance level in terms of speed, cost, quality, quantity and level of customer satisfaction but there was an appreciated cost reduction, quality and quantity increment, and customer satisfactions.

In addition to the above gained information's from interviews respondent from the questionnaires confirmed that the organization increasing its own competitiveness by reducing costs, by improving quality and goals are being met because of BPR implementation.

4.1.6.2. Achievements from quantitative part

The tables which were found below provide supplementary ideas which were gained from the questionnaires in addition to the above gained information's from interviews.

As it was indicated in table 10 respondents were asked to give evidence whether the process cycle time reduced and customers' satisfaction increased had brought as result of implementing the BPR or not. As it can be shown from the table out of total respondents 65 (50.0%), 61 (46.9%) of respondents' gave their witness that there was a reduction in cycle time process and customers' satisfaction increase due to BPR implementation.

Similarly, respondents' accounts to 33 (25.4%) and 38 (29.2%), 15 (11.5%) and 16 (12.3%), and 11 (8.5%) and 11 (8.5%) are neutral, strongly agreed and disagreed to the reduction in cycle time process and customers' satisfaction increase due to BPR implementation respectively. Again, 6 (4.6%), 4 (3.1%) of respondents claimed that they strongly disagreed on a reduction in cycle time process and customers' satisfaction increase due to BPR implementation respectively.

Thus, the majority of respondents believe that there is a reduction in cycle time process and customers' satisfaction increase due to BPR implementation (see table 10).

Table 9. Descriptive statistics of achievements

Category	There is great reduction of process cycle time as a result of BPR implementation		Increased customers' satisfaction has been registered as a result of BPR implementation	
	Frequency	Percent	Frequency	Percent
Agree	65	50.0	61	46.9
Neutral	33	25.4	38	29.2
Strongly agree	15	11.5	16	12.3
disagree	11	8.5	11	8.5
strongly disagree	6	4.6	4	3.1

On table 11 respondents were also requested to rate the effectiveness of the service delivered by the organization, and 70 (53.8%) of the total respondents had rate the effectiveness of the service delivered by the organization was very good, while the rest respondents accounts to 31 (23.8 %), 18(13.8 %) and 11(8.5 %) have rated that the quality of service was good, fair and excellent respectively, but no one of the respondent rated the effectiveness of the service delivered by the organization is poor (see table 11).

Table 10. Descriptive statistics of achievements

Category	How do you rate the effectiveness of the service delivered by the organization?	
	Frequency	Percent
very good	70	53.8
good	31	23.8
Fair	18	13.8
Excellent	11	8.5
Poor	0	0

4.1.7. Challenges Occurred During Implementing BPR In MOFA

BPR implementation constrained by various challenging factors, due to multifaceted challenges 70% do not achieve the dramatic results they seek.

While the researcher had a dialogue with key informants, they were asked to attest in detail the challenges taken place during BPR implementation and based on their responses the following challenges were recorded in different category.

4.1.7.1. By managements level

Hammer and Stanton (1993) states that, reengineering is about transformation and system change, which follow the top down change operation in which top leadership is required right from the beginning, Strong, committed, executive leadership is the absolute prerequisite for reengineering.

- Lack of proper and consistent handling of the program



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- leaving ownership for performer than owning it
- Lack of timely monitoring and taking corrective actions on the BPR documents

4.1.7.2. By performers

- Performing the program for the seeks of survival than internalizing
- Performing based on the BPR requirements but poor documentation system
- Lack of awareness on performing and completing the jobs end to end
- Maintain a statuesque (needs to keep on the previous style)

4.1.7.3. By all members of the organization

Attitudinal problem which are developed form negative thinking towards BPR like suspecting the change , it creates work overload, I will lose my current authority and job especially by middle level management, saying what it benefits me, Assuming it is not the time for applying change (needs to live in the comfort zone), Lack of know how about BPR, Externalizing allowing it only for the change management work unit and assuming the department as a fault finder, Developing a bad mouth on BPR to make it unsuccessful for implementing, to some extent there was lack of enough resources availability especially related with technology, lack of performing for a common goal among different work units within the organization, shortage of capable, skilful human resources, giving political meaning for BPR than taking it as a change tools.

4.1.7.4. External Challenges

- Disagreements on selecting the goals and thematic results because the activities are performed within the collaboration of the regions and the federal board members not performed only by the organization.
- Accountability problems on the independent stockholders when they didn't accomplish their responsibility because the activities are accomplish based on common understanding than influencing.
- Lack of commitment on engagement in the sides of independent stockholders.

4.2. DISCUSSION

Some people misunderstood the concept of Business Process Reengineering (BPR) and hold either negative or positive attitudes towards it. So, many researchers were tried to assess the factors which influence employee attitude on BPR.

In the research, absence of adjusted benefits and incentives of employees accordingly, performance measurement doesn't correspond to changes, less motivational programs to update employees skills, lack of addressing performance, unadequate numbers of staffs in the departments, some leaders played negative role towards change, absence of sufficient information technology experts, resources and extensively use IT system, absence of performance recognition among co-workers, fear of managers losing their authority after changes, employees feel uncomfortable with the system, staffs members doesn't work on appropriate positions, contributes a lot for the employees to have a negative attitude.

Even though the factors are vary from organizations to organizations, but the finding is also in agreement with, Chan and Choi (Chan, 1997) mentioned lack of understanding of BPR and the inability to perform BPR, Al-Mashari and Zairi (1999) lack of planning and proper measures, McAdam and O'Hare (1998) who conducted a study on BPR in public sector. Revealed that lack of top management and employee's commitment, effective communication, teamwork and empowerment, and also Ahmad, Francis, and Zairi (2007) who conducted a study on identification of CSF of BPR in higher educational sector. Confirms lack Teamwork and quality culture, Quality management system and satisfactory rewards (motivational incentives), IT/ IS, Project management, Adequate financial resources and Less bureaucratic and participative findings.

In addition to this, the researcher also identified other factors which have an opportunity to minimize the negative attitudes of employees such as: managers share vision and information with employees, listen and use employees idea constructively, and place full confidence on employees, An existence of an open communication b/n supervisors and employees, There is a friendly (cooperative) interaction among workers in the work place, Co-workers have confidence and trust to each other, employees develop logical and creative solution to problems and are receptive to new idea and concepts, there is less uncertainty among employees about the results

of the change, sufficient training is provided for employees to understand BPR and Briefing manual, paper and guideline were prepared and distributed, higher officials of the organization have sufficient knowledge about BPR, BPR is well designed and followed up by managers at each level, Most of the employees were often finish their jobs as per the schedule set by BPR study, presence of good initiatives by higher officials to trigger BPR in the organization.

In the study, even though they are classified in four major general directorate the following appreciated achievements were founded: selection of high impact intervention areas and a shift from here to there types of job to sedentary ways of job, shift from fire brigade approach to immediate solution, critical role and responsibilities for some work unit developed and identified, advanced ways of registration for new Religion and Faith institutions developed and better performance in speed, cost, quality, quantity and level of customer satisfaction.

Generally the organization achieved sense of belongingness (responsibility and attitude change) developed by employees to serve customers, performing and implementing capacities are developed, Workers are arranged to sit and work together in one open room performing similar jobs, team work and transparency increased and the processes for serving the citizens have been updated with the customers' needs in mind of workers, the organization increasing its own competitiveness by reducing costs and improving quality, and also the Performance measures show that goals are being met and that the project is on the right track for achieving its expected return on investment, process cycle time reduced and customers' satisfaction increased, the effectiveness of the service delivered by the organization is very good in all work units because of BPR implementation.

Parallel to the above mentioned achievements other researchers also found almost similar findings in their research

According to Ligus, R.G(1993):driven down the time it takes to develop and deliver new products, dramatically reduce inventory and manufacturing time, slash the cost of quality and win back market shares....the following changes are possible:30-35 % reduction in cost sales,75-80% reduction in delivery time, 60-80% reduction in inventory.65-70% reduction in the cost of quality, and unpredictable but substantial increase in the market share.

Kassahun, A. E (2012) public sector organizations that undertook BPR: enhance citizen satisfaction (90 per cent), enhance organizational transparency (89 %), improve organizational responsiveness (94 %), improve service delivery (92 %), enhance team/collaborative working culture (91 %), improve the rate of employee satisfaction (78 %), enhance the culture of valuing results and customers (88 %).

Princeton, Peppard, and Rowland (1995) argue that bringing change in organization through BPR results in better financial performance.

Increase in service delivery, increased service renders responsiveness, the waiting time to visit the doctor is high (Fitih Wondmneh, June (2010).

Quality of service delivery in terms of efficiency, effectiveness, transparency and openness increase, it helped the employees to finish their job some times as per the set schedule, the groupings of staff in teams and different mini-function departments together to deliver services increased team work and transparency and serving customers/citizens without much trouble, process cycle time reduced in service delivery, customers/citizens satisfaction increase. (Hassen Bekeli, June, (2012).

Regarding to challenges, the findings were classified in to four category as challenges from top management level, challenges from performers, challenges from external bodies and general challenges, and the summarized challenges are: Attitudinal problem which are developed form negative thinking towards BPR like suspecting the change , it creates work overload, it will lose my current authority and job especially by middle level management, saying what it benefits me, it is not the time for applying change (needs to live in the comfort zone), Lack of know-how about BPR, Externalizing allowing it only for the change management work unit and assuming the department as a fault finder, Developing a bad mouth on BPR to make it unsuccessful for implementing, to some extent there was lack of enough resources availability especially related with technology, Lack of performing for a common goal among different work units within the organization, Lack of capable, skilful human resources, Giving political meaning for BPR than taking it as a change tools.

What makes the findings different from other is I had an external challenge which was raised from the organization work behaviour because the jobs are not performed only by MOFA, thus were: Disagreements on selecting the goals and thematic results, Accountability problems, Lack of commitment on engagement on the sides of independent stockholders (federal board members).

Similarly, the findings were supported by the following studies: lack of financial resources and HR and insufficient IT are main obstruction of BPR Ranganathan and Dhaliwal (2001).

Thinking BPR is American culture oriented, it doesn't work in our environment, BPR resulted in massive lay off, BPR needs sophisticated technology, BPR is for those developed countries who passed through industrial development and, technologically advanced, we are too far behind the development, so we do not have resources, readiness to absorb BPR.(Belete, 2008)

Atakilt (2008) Misconceptions about Business Process Reengineering (at early stages) and existing Organizational culture, Limited Commitment among Some Organizational Leaders (at early stages), Poor communication, Technical problems.

Lack of creating organizational culture and values; problems related to rigid hierarchical structures, jobs definition and responsibility allocation; absence of incentive, training and education; lack of necessary changes in human resource policies; lack of leadership, commitment and support by senior management; lack of organizational readiness to change; lack of financial resources; top management's insufficient understanding about BPR; top management fears to support new values and beliefs; employees and customers IT use know-how deficiency; existing proclamations, regulations, rules and directives of the country; cascading of policies; considering BPR as a passing managerial fancy; top management not change their value; fears about political, economic, and organizational risks; insufficient trainings on BPR implementation and absence of consultants advice; and significant role of IT (Naod Mekonnen, June (2011).

Lack of understand/awareness of the employee about the benefits, objectives and principles of the BPR, Inadequacy of facilities and equipments, No sufficient medical supply, Insufficient work force, Problem of using Information technology, Inadequate preparedness, Unsolved problems at early stage, Poor communication, Limited Commitment among Some Organizational

Leaders, No organizational learning, Lack of formal education, Resistance of employee (Fitih Wondmneh, June (2010).

Lack of commitment, visionary leadership and weak support, top managers and process owners were not equipped with necessary training, implementing on fear of top management, low involvements of top management, creating organizational culture (value and belief) for the change still remains unsolved, employees resistance due to change to job displacement and lack of incentive packages, lack of proper implementation of human resource management policy, lack of retaining skilled employees, lack of organizational readiness to change prior to BPR project start, employees and customers/citizens were not openly and actively involved and consulted at all stages of BPR implementation, ineffectiveness redesigned processes, undermining the contribution of training, lack of IT training provision of performers facility, weak pace of coordination, communication and integration (Hassen Bekeli, June, (2012).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY

The thesis had classified in to five chapters incorporating introduction in chapter one, literature reviews in chapter two, research methodologies in chapter three, results and discussions in chapter four and research summary, conclusions and recommendations in chapter five and the finally Appendix followed the references were presented to address BPR implementation in the ministry of federal affairs on identifying attitude influential factors of employees, achievements and critical challenges towards BPR. The data's which are collected both in qualitative and quantitative ways shows that:

The average age, general service year, work experience in the organization and average monthly income of the respondents were 38.72, 15.16, 7.15, 2606.88 respectively. Majority of the respondents were male, Orthodox religion followers, Amhara ethnic and degree holders, from BECO department, married and performers.

Employees of the organization had an interesting awareness on BPR through training developed by the organization.

Attitude influential factors were well defined, and there are factors which made employees attitude to became negative like absence of performance recognition, IT experts, adjusting benefits and incentives of employees accordingly and etc..., where as similarly there were also factors which the organization should maintain and use as a good opportunity to minimize the negative aspects.

Only educational status and work experience in MOFA were significant from the remaining 12 independent variables. Even though, General service year and age were statically significant in the bivariate linear regression analysis.

Especially in the main missions of the organization Equitable Development, Conflict Prevention and Resolution, Inter Governmental Relation and Religion and Faith Affairs an appreciated

achievements were gained. Generally, the organization had better performance level in terms of speed, cost, quality, quantity and level of customer satisfaction but it was not in quantifiable ways.

The organizations were faces acute challenges during BPR implementation and the challenges were originated from three main directions challenges originated from managements, challenges originated from performers and challenges originated from external bodies.

5.2. CONCLUSION

Regarding to employees awareness and source of information towards BPR, almost all of them 98.5% have an awareness and their source of information were the short and long term training and development hold by the organization which covers 85.4%, where as for some of them from different sources like seminar, conference, work shop and from other means.

In the study, negative attitude towards BPR in MOFA was highly developed because of the organization doesn't adjust the benefits and incentives of the employees accordingly, there is less motivational programs to update employees skills, the organization doesn't addresses performance gaps i.e. if the actual performance does not meet the desired performance standard in taking corrective actions, the numbers of staffs under the department were not adequate, absence of sufficient IT experts and resources in the organization, there is no performance recognition among coworkers, fear of managers losing their authority after changes, staff members didn't work on appropriate positions according to their educational level and experience in this regard the interviewers also confirm that it was done more on the employees political commitment in addition to educational qualification and appropriate work experience.

Similarly the qualitative findings highlighted the following: managers share vision and information of the organization with employees, an existence of an open communication between supervisors and employees, manager listen and use employees idea constructively, Coworkers and manager place full confidence on employees, there was a friendly (cooperative) interaction among workers in the work place, employees develop logical and creative solution to problems, employees were receptive to new idea and concepts, sufficient training were provided for employees on BPR, more or less there were sufficient facilities to provide service, higher officials of the organization had sufficient knowledge about BPR, most of the employees were often finish their jobs as per the schedule set by BPR study, there was good initiatives under taken by higher officials to trigger BPR in the organization.

Age, general work experience, work experience only in MOFA and educational status of certificate and other types of qualification were significant predictors of attitude influential factors towards BPR in MOFA. But at last only work experience only in MOFA and educational

status of certificate and other types of qualification were significant with attitude influential factors towards BPR in MOFA.

As a result of BPR implementation in the organization the researcher demonstrated in the achievement part of the study as follow:

There was a selection of high impact intervention areas and a shift from here to there types of job to sedentary ways of job, give focuses on the villegalization program and make them to be benefited from socio-economic services areas have been obtained better attention, because of this intervention area selection more than 370,000 house holders were benefited from the program, There was also a shift from fire brigade approach to immediate solution, critical role and responsibilities for some work unit developed and identified, advanced ways of registration for new Religion and Faith institutions, sense of belongingness developed by employees to serve customers.

Similarly, the finding of the research indicated that significant number of respondents from the self administered questionnaires' in addition to the interviews pointed out that the organization got better performance in speed, cost, quality, quantity and in levels of customer satisfaction.

In regards to challenges: Lack of proper and consistent handling of the program, leaving ownership for performer than owning it, lack of timely monitoring and taking corrective actions on the BPR documents are from management bodies, where as performing the program for the seeks of survival than internalizing, Performing based on the BPR requirements but poor documentation system, lack of awareness on performing and completing the jobs end to end, maintain a statuesque (needs to keep on the previous style) faced by performers. And disagreements on selecting the goals and thematic results, lack of commitment on engagement and accountability problems on the sides of independent stakeholders were from external bodies.

5.3. Recommendations

Taking into account what had been already outlined in this report, the following recommendations have been forwarded to whom it may concerned bodies relating with factors which influence employees attitude, Appreciated achievement and Challenges on BPR: especially for the Ministry of Federal Affairs.

The organization should continue its awareness creation, as it was confirmed from the findings most of the employee of the organization gained information about BPR from training and development programs developed by the organization.

The organization should give more emphasize on the issues which motivates employees to developed a negative attitudes by adjusting the benefits and incentives of the employees accordingly, developing motivational programs, recruiting adequate staff members under departments, developing performance recognition among co-workers even by developing a research centre to conducting research studies to make important decisions with full understanding.

There were also factors like friendly(cooperative), open communication, relation among co-workers and between employees and supervisors, employees are receptive to new idea and concepts, sufficient training is provided for employees on BPR, most of the employees were often finish their jobs as per the schedule set by BPR study so such interesting things promoted as good opportunity and should be practiced by all the members of the organization and they should be maintain to continue and use them a good opportunity to minimize the negative factors.

Regarding to staff members job allotment, both from questionnaires' and interviews confirmed that it was done more on the employee's political commitment in addition to educational qualification and appropriate work experience. Especially in Equitable Development Directorate General staffs members didn't work on appropriate positions according to their educational level and experience, so the organization will be better to give more focuses on educational level and experience if not to compromise them.

Employees who serve more in the organizations had positive attitude while the organization implement BPR than those who serves less in the organization. So the organization should try to retain them by developing different benefit and incentive packages.

Similarly, those who have masters, 1st degree and diploma education status have more negative attitude while the organization implement BPR than those who have certificate and other education status. The organization should give different short and long term training and development program and should discuss on different issues which may help them to develop positive thing regarding BPR.

In the organization, externalizing and allowing change oriented issues as a business for the change management work unit and assuming the department as a fault finder, the organization should try to avoid such outlooks.

Even though the organization enhance its performance in terms of speed, cost, quality, quantity and level of customer satisfaction while compared to before BPR implementation, but it should be better if it is in quantifiable manner those in terms of speed, cost, quality, quantity and level of customer satisfaction.

For all success or fails to occur in the organization the leading role and commitment of top level managers played a leading role, so the leaders should better developed proper, consistent or timely monitoring and taking corrective actions and handling of the program from leaving the ownership for performer it is better that to own it by self.

In addition, as much as possible the organization should developed systems which could be performed end to end by the organization itself or try to influence the stockholders, by taking in to account the roles and responsibility allowed as an opportunity.

If the organizations work on team, developing a team charter is advisable to create accountability and responsibility. And the stakeholders should involve in the development of the charter.

At last but not least, further studies should be conducted in job allotment, incentive and benefits and related concerning issues.

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Appendixes

Informed consent(Guideline for questionnaires)

Dear sir/madam (Dr.),

My name is _____ I am working with Michael Aregawi. who is currently Master of Business Administration(MBA) Student in Jimma University in a regular program of Business and Economics College. Right now he is conducting a research on the title “An assessment of BPR implementation in the Ministry Of Federal Affairs: A study of critical challenges, achievements and attitudes influential factors of employees towards BPR.

The general objective of this research is: to assessment BPR Implementation in the Ministry Of Federal Affairs by using a structured questionnaire, self administered questionnaire and in-depth interview.

The specific objectives are :

- ❖ To measure the attitude of the permanent employees of the organization towards BPR.
- ❖ To identify major challenging factors of BPR implementation in MOFA.
- ❖ To identify the major changes(achievements) brought by adopting BPR.

He developed questionnaires on this issue. So, I inquire you to provide me truthful information. The information that I will obtain will be used only for research purpose. Therefore; I politely request your cooperation to respond to my questionnaires.

Your responses will be analyzed anonymously in order to preserve confidentiality, and I will ensure that any statements or comments you make cannot be linked to you. You will be facing no ham by participating and you are also not obliged to answer any question you don't wish to answer. You do have the right not to respond at all or to withdraw in the meantime, but remember that your input has great value for the success of my objective. Do you agree?

Yes, continue

Signature _____

No, thank you and good bye!

Thanks in advance!!!

Questionnaire for the study on assessment of BPR implementation. (please tick, circle or write that best describes your response)

Questionnaire identification number _____

Data collector's name _____ signature _____

Supervisor's name _____ signature _____

Date filled ____ / ____ / ____

Name of the institution _____

Part One: Socio demographic characteristics

No.	Question	Options				
1	Age	_____ years				
2	General Service years	_____ year/_____ month				
3	Work experience only on MOFA.	_____ year/_____ month				
4	Average Monthly income	_____ birr				
5	Sex	A. Male			B. Female	
6	Religion	A. Orthodox	B. Muslim	C. Protestant	D. Catholic	E. others, specify
7	Ethnicity	A. Amhara	B. Oromo	C. Tigre	D. SNNP	E. others, specify
8	Qualification	A. Master	B. degree	C. diploma	D. certificate	E. others, specify
9	Profession (field of study)	A. Business & Economics	B. Health	C. IT	D. Engineering	E. others, specify
10	Work Dep't(Directorate)	A. Equitable Development	B. CPR	C. IGR	D. Religion	E. others, specify
11	Marital status	A. Married	B. Single	C. divorced	D. widowed	E. others, specify
12	What is your current position in the Bureau?	A. Bureau Head	B. Process Owner	C. Team Leader	D. Performer	E. others, specify

Part-II Attitude measuring variables

Awareness about BPR

- ❖ Have you ever heard about BPR? A. Yes B. No(If your answer is No skip the rest question)
- ❖ If your answer is yes, the above question, what is your source of information?
 - A. Seminars B. Conferences C. Workshops D. Training and development E. If others specify?

No.	Descriptions	Options				
		Always	More	Moderate	Less	Never
1	Does the organization adjust your benefits and incentives accordingly					
2	Does the organization performance measurement correspond to changes					
3	there is motivational programs to update employees skills					
4	Do your managers share vision and information of the organization with you?					
5	Is there an open communication b/n supervisors and you?					
6	Does your manager listen and use your ideas constructively?					
7	Does your manager place full confidence on you?					
8	Do you have a friendly (cooperative) interaction with other workers at the work place?					
9	Do co-workers have confidence and trust to each other?					
10	Does team working play a role in problem solving?					
11	Is their performance recognition among co-workers					
12	Do you develop logical and creative solution to problems?					
13	Do you think you are receptive to new idea and concepts?					
14	Do mgrs feel bad of losing their authority after changes?					
15	Is their uncertainty among employees about the results of the change					65
16	Do employees feel uncomfortable with the system?					

No.	Descriptions	Options				
		strongly agree	Agree	Neutral	Disagree	strongly agree
17	Sufficient Training is provided for employees to understand the benefit, objectives and principles of BPR:					
18	Briefing manual, paper and guideline were prepared and distributed to describe the principles of BPR for the staff:					
19	Does all staffs work on appropriate positions, according to their educational and experience:					
20	The organization addresses performance gaps i.e. if the actual performance does not meet the desired performance standard, in taking corrective actions.					
21	The numbers of staffs under your department is adequate					
22	There are sufficient facilities to provide service					
23	Do the organizations higher officials have sufficient knowledge about BPR?					
24	The introduction of BPR in the organization is well designed and followed up by managers at each level					
25	Does the organization extensively use IT system?					
26	There are sufficient IT resources in the organization to run the BPR					
27	Does the organization has sufficient information technology experts					
28	There is great reduction of process cycle time as a result of BPR implementation:					
29	Increased customers' satisfaction has been registered as a result of BPR implementation:					

No.	Descriptions	Options		
		Yes	No	Not Sure
30	Do Performance measures show that performance goals are being met and that the project is on track for achieving its expected return on investment			
31	Is the organization increasing its own competitiveness by improving quality?			
32	Is the organization increasing its own competitiveness by reducing costs?			

No.	Descriptions	Options				
		A. Very often	B. Often	C. Sometime	D. Rarely	E. Not at all
33	How often do you finish your job as per the schedule set by BPR study?					
34	How do you rate the effectiveness of the service delivered by the organization?	A. Highly satisfactory	B. Satisfactory	C. Indifferent	D. Dissatisfactory	E. Highly dissatisfactory

No.	Descriptions	Options				
		Excellent	Good	Fair	Poor	very Poor
35	How would you rate the initiatives taken by higher officials to trigger BPR in the organization?					
36	To what extent are the leaders in the organization play positive roles towards change?					

በጅማ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጅ

ድህረ ምረቃ ፕሮግራም

የፌዴራል ጉዳዮች ሚኒስቴር ሰራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ አተገባበር ዙርያ ያላቸውን አመለካከት፤ በሂደቱ የተመዘገቡ ለውጦችን ለመፈተሽና በአተገባበሩ ሂደት ላይ ያጋጠሙ እንቅፋቶችን ለማጥናት የተዘጋጀ መጠይቅ ነው።

የስምምነት ማረጋገጫ

ጤና ይስጥልኝ

ይህ መጠይቅ የፌዴራል ጉዳዮች ሚኒስቴር ሰራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ አተገባበር ዙርያ ያላቸውን አመለካከት፤ በሂደቱ የተመዘገቡ ለውጦችን ለመፈተሽና በአተገባበሩ ሂደት ላይ ያጋጠሙ እንቅፋቶችን ለማጥናት የሚኒስቴር መ/ቤቱ ሰራተኞች መጠይቁን በግላቸው እንዲሞሉት ታቅዶ የተዘጋጀ ሲሆን። በሚኒስቴር መ/ቤቱ ውስጥ ያሉ እውነታዎችን በማገናዘብ መጠይቁን በመሙላትና በመመለስ እንድትተባበሩኝ በማክበር እየጠየቅሁ ለመልካም ፈቃዳችሁ እና ለሰጣችሁኝ ጊዜ በቅድሚያ ከልብ አመሰግናለሁ።

መጠይቁን በመሙላት ሂደት ላይ የመሳተፍም ሆነ ያለመሳተፍም ውሳኔው የእርሶ ሲሆን መሳተፍዎ ግን ለጥናቱ መሳካት ከፍተኛ አስተዋፅኦ አለው ፤ የሚሰበሰበውም መረጃ በዋነኝነት ሙሉ በሙሉ ለትምህርታዊ አላማ የሚውል ሲሆን ፤ ከዚህ በተጨማሪ እርስዎ የሚሰጡት ተአማኒነት ያለው መረጃ የጥናቱን ውጤት ለሚጠቀሙ አካላትም በጣም ጠቃሚ ነው።

እርስዎ በሚሰጡት መረጃ ላይ የመረጃ ሰጭው ስም ወይም ማንነት የማይገለፅ ፤ መረጃው በጥንቃቄ የሚያዝ ፤ በተናጠል ለማንም የማይገለፅ፤ ሚስጥራዊነቱም የተጠበቀ ነው። የጥናቱ ውጤት በእርስዎ ላይም ሆነ በሌላ አካል ወይም በማህበር ላይ ምንም ዓይነት ተፅእኖ የለውም። መጠይቁን ለመሙላት ፈቃደኛነዎትን በፈርማዎ ቢያረጋግጡልኝ።

ፈርማ _____ //አመሰግናለሁ//
ሚካኤል አረጋዊ ስልክ ቁጥር 0912430079፤ ኢ-ሜል Michael.aregawi@yahoo.com

እባክዎን ሀሳቦን በደንብ ሊገልፅ የሚችለውን ሀሳብ በማክበብ ወይም የራይት
ምንክት ("√") በማስቀመጥ አልያም በመፃፍ ይግለፁ::

የመጠይቁ መለያ ቁጥር _____

የመረጃ ሰብሳቢው ስም _____ ፊርማ _____

የሱፐርቫይዘሩ ስም _____ ፊርማ _____

መረጃው የተሞላበት ቀን _____ /ወር _____ /ዓ.ም _____

ክፍል 1: አጠቃላይ መረጃን በተመለከተ

ተ. ቁ	ጥያቄዎች	አማራጭ መልሶች				
1	<input type="checkbox"/> እድሜ	_____ ዓመት				
2	አጠቃላይ የአገልግሎት ዘመን	_____ ዓመት/ _____ ወር				
3	በሚኒስቴር መ/ቤቱ ውስጥ ብቻ ያገለገሉት ዘመን	_____ ዓመት/ _____ ወር				
4	አማካኝ ወርሀዊ ገቢዎ	_____ ብር				
5	ጾታ	A. ወንድ			B. ሴት	
6	የየትኛው ሀይማኖት ተከታይ ነዎት	A. ኦርቶዶክስ	B. ሙስሊም	C. ፕሮቴስታንት	D. ካቶሊክ	E. ሌላ(ቢተቀስ) _____
7	የየትኛው ብሄረሰብ አባል ነዎት	A. ኦሮሞ	B. አማራ	C. ትግርኛ	D. ደቡብ	E. ሌላ(ቢተቀስ) _____
8	የትምህርት ደረጃዎት	A. ማስትርስ	B. መጀመሪያ ዲግሪ	C. ዲፕሎማ	D. ሰርተፊኬት	E. ሌላ(ቢተቀስ) _____
9	የሰለጠኑበት የሙያ ዘርፍ	A. በጤና	B. በቢዝነስ እና ኢኮኖሚክስ	C. አንጻራዊ ንግድ	D. በኢንፎርሜሽንና ቴክኖሎጂ	E. ሌላ(ቢተቀስ) _____
10	የሚሰሩት ዳይሬክቶሬት	A. ተመጣጣኝ ልማት	B. ግጭት አፈታት እና መከላከል	C. መንግስታት ግንኙነት	D. የሀይማኖትና ዕምነቶች ጉዳይ	E. ሌላ(ቢተቀስ) _____
11	የትዳር ሁኔታ	A. ያገባ	B. ያላገባ	C. የፈታ	D. የትዳር አጋሩ/ሯ በሀይወት የሌለ	E. ሌላ(ቢተቀስ) _____
12	በመ/ቤቱ ውስጥ ያለዎት የስራ ድርሻ	A. የስራ ሂደቱ ኃላፊ	B. የስራ ሂደት አስተባባሪ	C. ቡድን መሪ	D. ፈፃሚ	E. ሌላ(ቢተቀስ) _____

ክፍል 2 የግል ልምዶችና የሚኒስቴር መ/ቤቱ ነባራዊ ሁኔታዎች ስለ መሰረታዊ የአሰራር ሂደት ለውጥ ግንዛቤ በተመለከተ

❖ ስለ መሰረታዊ የአሰራር ለውጥ ሂደት ሰምተው ያውቃሉ?

A. አዎ አውቃለሁ B. አላውቅም

❖ ከላይ ለተጠቀሰው ጥያቄ መልስዎ አላውቅም ከሆነ, ይመለከቱኛል የሚሏቸውን ጥያቄዎችን ብቻ ይመልሱ

❖ ከላይ ለተጠቀሰው ጥያቄ መልስዎ አዎ አውቃለሁ ከሆነ, በምን መንገድ ሊያውቁ ቻሉ?

ተ.ቁ	ጥያቄ	አማራጭ መልሶች				
		ሁልጊዜም	አብዛኛውን ጊዜ	አልፎ አልፎ	አነስተኛ	በጭራሽ
1	ሚኒስቴር መ/ቤቱ የሰራተኞች ጥቅማጥቅም በወቅቱ ያዘጋጃል፤ ይሰጣል					
2	መ/ቤቱ የውጤት መለኪያ መስፈርቶችን ከለውጥ ሂደቱ ጋር በተገናዘበ መልኩ ያዘጋጃል					
3	የሰራተኞችን እውቀትና አቅም ለማሳደግ የሚያግዙ አነቃቂ የሆኑ ፕሮግራሞችን ያዘጋጃል					
4	የቅርብ ስራ ኃላፊዎ መረጃዎችን ከስሩ ካሉ ሰራተኞቹ ጋር በአግባቡና በወቅቱ ይለዋወጣል					
5	በእርስዎና በቅርብ የስራ ኃላፊዎ መካከል ግልፅ የሆነ ግንኙነት አለ					
6	የስራ ኃላፊዎ እርስዎ የሚሰጡትን ገንቢ የሆኑ ሀሳቦች በማዳመጥ ለለውጥ ይጠቀምባቸዋል					
7	በሚሰሩት ስራ ላይ የቅርብ የስራ ኃላፊዎ በእርስዎ ላይ ሙሉ በሙሉ ይተማመናል					
8	በሚሰሩበት የስራ ክፍል ውስጥ ከስራ ባልደረቦችዎ ጋር ወንድማዊ/እህታዊ የሆነ ቀረቤታ አለዎት					
9	በሚሰሩበት የስራ ክፍል ውስጥ የስራ ባልደረቦችዎ እርስ በእርሳቸው የመተማመን ባህሪ አላቸው					
10	በስራ አካባቢዎ የሚፈጠሩ አንዳንድ ችግሮችን በጋራ በመሆን የመፍታት ልምድ አለ					
11	በስራ ክፍልዎ ውስጥ ጥሩ የሚሰራን ሰራተኛ ከሌሎች ሰራተኞች በተለየ መልኩ እውቅና ይሰጣል					
12	አንዳንድ ችግሮች ሲከሰቱ ምክንያታዊና የተለዩ መፍትሄዎችን ያዘጋጃሉ					
13	በመ/ቤቱ የሚዘጋጁ አዳዲስ የለውጥ ሀሳቦችን በሙሉ ፍላጎት ተቀብለው ተግባራዊ ያደርጋሉ					
14	በለውጡ ተግባራዊነት ላይ የስራ ኃላፊዎች ኃላፊነታችንን እናጣለን የሚል ስጋት ያድርባቸዋል					
15	አዳዲስ ለውጦች በመተግበራቸው የተለየ ወጤት ያመጣሉ የሚል እምነት አለዎት					71
16	ሰራተኞች በአዲሱ የመሰረታዊ የለውጥ ሂደት ላይ ጥሩ ስሜት አላቸው					

ተ.ቁ	ጥያቄ	አማራጭ መልሶች
33	ህረግ መ/ሀ.ቴ በመሰረታዊ የሰራ ሃይት ለውጥ ጠውህ ሰዓት መጠላት ለጥያቄ ለማሰጠት ይጠናቀቃል ብሎ ካሰቀመመው አንጻር አንጻር ይጨርሳል	A.ከተቀመጠው ሰዓት ጠውህ ሰዓት ቀድሞ B.በተቀመጠው ሰዓት ሰዓት C.ከዚህ ቀደም በነበረው ሰዓት መሰረት D.ትንሽ ዘግይቶ ዘግይቶ
34	በመ/ሀ.ቴ እየተሰጠ ያለውን አገልግሎት ከቀልጥኖና ከውጤታማነት አንጻር አንጻር ይገለጻል	A.በጣም አስፈላጊ ነው B.አስፈላጊ ነው C.አስፈላጊ ነው D.አስፈላጊ ነው
35	አዲሱ የመሰረታዊ የሰራ ሃይት ለውጥን ተግባራዊ ለማድረግ የሰላይ አመራሮች የነበረውን ተነሳሽነት አንጻር ይገለጻል	A.አጅግ በጣም ጥሩ B.ጥሩ C.አጥጋቢ D.አነስተኛ
36	የየሰራ ክፍል ኃላፊዎች ለሰው ጡ ተግባራዊነት ያላቸውን ቅንነትና ፍላጎት አንጻር ይገለጻል	A.አጅግ በጣም ጥሩ B.ጥሩ C.አጥጋቢ D.አነስተኛ E.በጣም አነስተኛ

ተ.ቁ	ጥያቄ	አማራጭ መልሶች
30	ሰራተኛዎች መ/ሀ.ቴ መሰረታዊ የሰራ ሃይት ለውጥ በመተግበሩ ምክንያት ለማሳካት ያሰባቸውን ግቦችን አሳክቷል	አዎ አይደለም አይደለም
31	ሰራተኛዎች መ/ሀ.ቴ በሰራ ሃይት ለውጥ ላይ የጥራት ለውጥ በማምጣት ተፈላጊነቱን ጨምሯል	አዎ አይደለም አይደለም
32	ሰራተኛዎች መ/ሀ.ቴ የሰራ ሃይት ለውጥ ላይ የጥራት ለውጥ በማምጣት ተፈላጊነቱን ጨምሯል	አዎ አይደለም አይደለም

9	መ/ሀ.ቴ የመሰረታዊ የሰራ ሃይት ለውጥን ተግባራዊ ለማድረግ የሰላይ አመራሮች አገልግሎት ይጠናቀቃል	
	ለመቀነስ ተቻሏል	

A. በሰሚናር B. በኮንፈረንስ C. በወርክሾፖች ካለ ቢጠቀስ

D. መ/ቤቱ ባዘጋጃቸው ስልጠናዎች E. ሌላ

ተ.ቁ	ጥያቄ	አማራጭ መልሶች				
		በጣም እስማማለሁ	እስማማለሁ	እርግጠኛ አይደለሁም	አልስማማም	ጭራሽ አልስማማም
7	ሚኒስቴር መ/ቤቱ ለሰራተኞች ስለ መሰረታዊ የአሰራር ሂደት ለውጥ ዓላማ፣ ጥቅምና መሰረታዊ ደንቦች እንዲያውቁ በቂ የሆነ ስልጠና አዘጋጅቷል					
8	ሚኒስቴር መ/ቤቱ በመሰረታዊ የአሰራር ሂደት ለውጥ ላይ ፅሁፎችን በማዘጋጀት ሰራተኞቹ እንዲያውቁት አሰራጭቷል					
9	የመ/ቤቱ ሰራተኞች ባላቸው የትምህርት ደረጃና የአገልግሎት ዘመን መሰረት በተገቢው ስራ መደብ ላይ ተመድበዋል					
20	መ/ቤቱ ያለውን የሰራተኞች የስራ አፈፃፀም ክፍተት በመለየትና ክፍተቱን ለመሙላት አስፈላጊውን ማስተካከያ ያደርጋል፤ ለምሳሌ ስልጠናዎችን ማዘጋጀት					
21	የሚሰሩበት የስራ ክፍል በሰራተኛ ቁጥርም ሆነ ዓይነት የተሟላ ነው					
22	የሚሰሩበት የስራ ክፍል ለደንበኞች በቂ አገልግሎት ለመስጠት በሚያስችል ደረጃ የተሟላ ነው					
23	በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ ላይ የመ/ቤቱ የበላይ አመራሮች በቂ የሆነ እውቀትና ግንዛቤ አላቸው					
24	በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ ዝግጅት ወቅት የመ/ቤቱ የበላይ አመራሮች በየዳይሬክቶሬቱ በመገኘት የቅርብ ክትትል አድርገዋል					
25	መ/ቤቱ ኢንፎርሜሽን ቴክኖሎጂን በሁሉም ስራዎቹ ላይ በስፋት ይጠቀማል					
26	የመሰረታዊ የስራ ሂደት ለውጥን ተግባራዊ ለማድረግ መ/ቤቱ በሁሉም የስራ ክፍሎች ላይ በቂ የሆነ የኢንፎርሜሽን ቴክኖሎጂ መሳርያዎችን አሟልቷል					
27	መ/ቤቱ በቂ የሆነ የኢንፎርሜሽን ቴክኖሎጂ ባለሙያ አለው					
28	መ/ቤቱ የመሰረታዊ የስራ ሂደት ለውጥን ተግባራዊ በማድረግ ስራዎች ይወስዱት የነበረውን ረጅም ጊዜ					

Informed consent (Guideline for the In-depth Interview)

Dear sir/madam (Dr.),

My name is Michael Aregawi. who is currently Master of Business Administration(MBA) Student in Jimma University in a regular program of Business and Economics College. Right now he is conducting a research on the title “An assessment of BPR implementation in the Ministry Of Federal Affairs: A study of critical challenges, achievements and attitudes influential factors of employees towards BPR.

The general objective of this research is: to assessment BPR Implementation in the Ministry Of Federal Affairs by using a structured questionnaire, self administered questionnaire and in-depth interview.

The specific objectives are to:

- ❖ To measure the attitude of the permanent employees of the organization towards BPR.
- ❖ To identify major challenging factors of BPR implementation in MOFA.
- ❖ To identify the major changes(achievements) brought by adopting BPR.

I am planning to make an in-depth Interview on this issue. So, I inquire you to provide me truthful information. The information that I will obtain will be used only for research purpose. Therefore; I politely request your cooperation to respond to the interview.

Your responses will be analyzed anonymously in order to preserve confidentiality, and I will ensure that any statements or comments you make cannot be linked to you. You will be facing no harm by participating and you are also not obliged to answer any question you don't wish to answer. And you do have the right not to respond at all or to withdraw in the meantime, but remember that your input has great value for the success of my objective. Do you agree?

Yes, continue

Signature _____

No, thank you and good bye!

Thanks in advance!!!

Interview Questions

Interview Questions for Higher Officials(Ministers, General Directors)

- ❖ What do you think of the level of understanding the staff?
- ❖ How would you rate employee's attitude towards BPR?
- ❖ Would you mention in details why BPR implementation is challengeable and What challenges are observed during implementation of BPR?
- ❖ Do you believe that the BPR that was introduced in the organization has improved the performance of the organization, If yes in what way, If no why?
- ❖ Would you explain the factors that forced the Ministry to introduce BPR to its system?
- ❖ Have the existing workers been deployed as per their qualification and work experience?
- ❖ Did the Ministry provided trainings and education on BPR implementation to performers? What kind and how frequently it has been conducted?
- ❖ Would you mention quantified improvement in terms of Cost, Time, Service, Material and Resource and Other major achievements gained as a result of BPR?

በጅማ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጅ

ድህረ ምረቃ ፕሮግራም

የፌዴራል ጉዳዮች ሚኒስቴር ሰራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ አተገባበር ዙርያ ያላቸውን አመለካከት፤ በሂደቱ የተመዘገቡ ለውጦችን ለመፈተሽና በአተገባበሩ ሂደት ላይ ያጋጠሙ እንቅፋቶችን ለማጥናት ከሚኒስቴር መ/ቤቱ የበላይ አመራሮች ጋር ለመወያየት የተዘጋጀ ቃለ መጠይቅ

የስምምነት ማረጋገጫ

ጤና ይስጥልኝ

ይህ ቃለ መጠይቅ የፌዴራል ጉዳዮች ሚኒስቴር ሰራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ አተገባበር ዙርያ ያላቸውን አመለካከት፤ በሂደቱ የተመዘገቡ ለውጦችን ለመፈተሽና በአተገባበሩ ሂደት ላይ ያጋጠሙ እንቅፋቶችን ለማጥናት ከሚኒስቴር መ/ቤቱ ሰራተኞች ጋር ውይይት ለማድረግ ታቅዶ የተዘጋጀ ሲሆን፡፡ በሚኒስቴር መ/ቤቱ ውስጥ ያሉ እውነታዎችን በማገናዘብ ቃለመጠይቁን በመመለስ እንድትተባበሩኝ በማክበር እየጠየቅሁ ለመልካም ፈቃዳችሁ እና ለዚህ ቃለመጠይቅ ለሰጣችሁት ጊዜ በቅድሚያ ከልብ አመሰግናለሁ፡፡

ውይይቱ ላይ የመሳተፍም ሆነ ያለመሳተፍም ውሳኔው የእርሶ ሲሆን መሳተፍም ግን ለጥናቱ መሳካት ከፍተኛ አስተዋፅኦ አለው ፤ የሚሰበሰበውም መረጃ በዋነኝነት ሙሉ በሙሉ ለትምህርታዊ አላማ የሚውል ሲሆን ፤ እንዲሁም እርስዎ የሚሰጡት ተአማኒነት ያለው መረጃ የጥናቱን ውጤት ለሚጠቀሙ አካላትም በጣም ጠቃሚ ነው፡፡

እርስዎ በሚሰጡት መረጃ ላይ የመረጃ ሰጭው ስም ወይም ማንነት የማይገለፅ ፤ መረጃው በጥንቃቄ የሚያዝ ፤ በተናጠል ለማንም የማይገለፅ፤ ሚስጥራዊነቱም የተጠበቀ ነው፡፡ የጥናቱ ውጤት በእርስዎ ላይም ሆነ በሌላ አካል ወይም በማህበር ላይ ተፅእኖ የለውም፡፡ ድምፅዎ በካሴት እንዲቀዳ ፈቃደኛ ከሆኑ የምቀርፅ ስሆን በካሴት የተቀዳውን ድምፅዎ ወደ ፅሁፍ ከተቀየረ በኋላ መመሳሰሉን እንዲያረጋግጡት ይደረጋል፡፡ ለቃለ መጠይቁ ፈቃደኛነዎትን በፈርማዎ ቢያረጋግጡልኝ፡፡

ፊርማ _____

//አመሰግናለሁ//

ከሚኒስቴር መ/ቤቱ የበላይ አመራሮች ጋር የሚደረግ ቃለ መጠይቅ(ከሚኒስትሮች፣ጀነራል ዳይሬክተር)

- ❖ የሚኒስቴር መ/ቤቱ ሠራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ አተገባበር ዙርያ የግንዛቤ ደረጃቸው ምን ይመስላል?
- ❖ የሚኒስቴር መ/ቤቱ ሠራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ ላይ ያላቸውን ግንዛቤ እንዴት ያስቀምጡታል?
- ❖ በመሠረታዊ የሥራ ሂደት ለውጥ ትግበራ ላይ እንቅፋቶች የሚያጋጥሙት ለምን ይመስለዎታል ፤ በመ/ቤቱ ላይ ያጋጠሙ እንቅፋቶች ካሉ ቢገልፁልኝ?
- ❖ ሚኒስቴር መ/ቤቱ መሠረታዊ የሥራ ሂደት ለውጥን ተግባራዊ በማድረግ ምክንያት ተቋማዊ ለውጥ አምጥቷል ፤ ካመጣ የለውጡ ዋና ዋና መገለጫዎች ምን ምን ናቸው? ካላመጣስ ምክንያቱ ምንድን ነው?
- ❖ ሚኒስቴር መ/ቤቱ አዲሱ የመሰረታዊ የስራ ሂደት ለውጥን ተግባራዊ ለማድረግ ያነሳሳው ምክንያት ምንድን ነው?
- ❖ የሚኒስቴር መ/ቤቱ ሠራተኞች አዲሱ የመሰረታዊ የስራ ሂደት ለውጥ ጥናት መሰረት የስራ ምደባቸው የተደረገው የትምህርት ደረጃቸውንና ያላቸውን የስራ ልምድ መሰረት ባደረገ መልኩ ነው?
- ❖ ሚኒስቴር መ/ቤቱ ሠራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ የእውቀት አድማስ ለማስፋት ያዘጋጃቸው የአጭር ጊዜና የረጅም ጊዜ ስላጠናዎች አሉ፣የተሰሩ ስራዎች ካሉ የተሰጡት ስልጠናዎች ለምን ያህል ጊዜና ምን ዓይነት እንደሆኑ ቢገልፁልኝ?
- ❖ ሚኒስቴር መ/ቤቱ አዲሱን የመሰረታዊ የስራ ሂደት ለውጥ ተግባራዊ በማድረግ ምክንያት ከወጭ፣ ከጊዜ፣ ከአገልግሎት አሰጣጥ፣ ከሀብት አጠቃቀም እንዲሁም ከሌሎች አንፃር ሊገለፁ የሚችሉ ውጤቶች አሉ?

Informed consent (Guideline for the In-depth Interview)

Dear sir/madam (Dr.),

My name is Michael Aregawi. who is currently Master of Business Administration(MBA) Student in Jimma University in a regular program of Business and Economics College. Right now he is conducting a research on the title “An assessment of BPR implementation in the Ministry Of Federal Affairs: A study of critical challenges, achievements and attitudes influential factors of employees towards BPR.

The general objective of this research is: to assessment BPR Implementation in the Ministry Of Federal Affairs by using a structured questionnaire, self administered questionnaire and in-depth interview.

The specific objectives are to:

- ❖ To measure the attitude of the permanent employees of the organization towards BPR.
- ❖ To identify major challenging factors of BPR implementation in MOFA.
- ❖ To identify the major changes(achievements) brought by adopting BPR.

I am planning to make an in-depth Interview on this issue. So, I inquire you to provide me truthful information. The information that I will obtain will be used only for research purpose. Therefore; I politely request your cooperation to respond to the interview.

Your responses will be analyzed anonymously in order to preserve confidentiality, and I will ensure that any statements or comments you make cannot be linked to you. You will be facing no ham by participating and you are also not obliged to answer any question you don't wish to answer. And you do have the right not to respond at all or to withdraw in the meantime, but remember that your input has great value for the success of my objective. Do you agree?

Yes, continue

Signature_____

No, thank you and good bye!

Thanks in advance!!!

Interview Questions for Middle Level Management (Directors, Team Leader, Process Owner)

- ❖ What do you think of the level of understanding of the staff towards BPR. How, why?
- ❖ Would you mention in details why BPR implementation is challengeable and What challenges are observed during implementation of BPR?
- ❖ Do you believe that the BPR that was introduced in the organization has improved the performance of the organization, If yes in what way, If no why?
- ❖ Would you explain the factors that forced the Ministry to introduce BPR to its system?
- ❖ Have the existing workers been deployed as per their qualification and work experience?
- ❖ Did the Ministry provided trainings and education on BPR implementation to performers? What kind and how frequently it has been conducted?
- ❖ Would you mention quantified improvement in terms of Cost, Time, Service, Material and Resource and Other major achievements gained as a result of BPR?

በጅማ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጅ

ድህረ ምረቃ ፕሮግራም

የፌደራል ጉዳዮች ሚኒስቴር ሰራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ አተገባበር ዙርያ ያላቸውን አመለካከት፤ በሂደቱ የተመዘገቡ ለውጦችን ለመፈተሽና በአተገባበሩ ሂደት ላይ ያጋጠሙ እንቅፋቶችን ለማጥናት ከሚኒስቴር መ/ቤቱ መካከለኛ አመራሮች ጋር ለመወያየት የተዘጋጀ ቃለ መጠይቅ

የስምምነት ማረጋገጫ

ጤና ይስጥልኝ

ይህ ቃለ መጠይቅ የፌደራል ጉዳዮች ሚኒስቴር ሰራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ አተገባበር ዙርያ ያላቸውን አመለካከት፤ በሂደቱ የተመዘገቡ ለውጦችን ለመፈተሽና በአተገባበሩ ሂደት ላይ ያጋጠሙ እንቅፋቶችን ለማጥናት ከሚኒስቴር መ/ቤቱ ሰራተኞች ጋር ውይይት ለማድረግ ታቅዶ የተዘጋጀ ሲሆን፡፡ በሚኒስቴር መ/ቤቱ ውስጥ ያሉ እውነታዎችን በማገናዘብ ቃለመጠይቁን በመመለስ እንድትተባበሩኝ በማክበር እየጠየቅሁ ለመልካም ፈቃዳችሁ እና ለዚህ ቃለመጠይቅ ለሰጣችሁት ጊዜ በቅድሚያ ከልብ አመሰግናለሁ፡፡

ውይይቱ ላይ የመሳተፍም ሆነ ያለመሳተፍም ውሳኔው የእርሶ ሲሆን መሳተፍም ግን ለጥናቱ መሳካት ከፍተኛ አስተዋፅኦ አለው ፤ የሚሰበሰበውም መረጃ በዋነኝነት ሙሉ በሙሉ ለትምህርታዊ አላማ የሚውል ሲሆን ፤ እንዲሁም እርስዎ የሚሰጡት ተአማኒነት ያለው መረጃ የጥናቱን ውጤት ለሚጠቀሙ አካላትም በጣም ጠቃሚ ነው፡፡

እርስዎ በሚሰጡት መረጃ ላይ የመረጃ ሰጭው ስም ወይም ማንነት የማይገለፅ ፤ መረጃው በጥንቃቄ የሚያዝ ፤ በተናጠል ለማንም የማይገለፅ፤ ሚስጥራዊነቱም የተጠበቀ ነው፡፡ የጥናቱ ውጤት በእርስዎ ላይም ሆነ በሌላ አካል ወይም በማህበር ላይ ተፅእኖ የለውም፡፡ ድምፅዎ በካሴት እንዲቀዳ ፈቃደኛ ከሆኑ የምቀርፅ ስሆን በካሴት የተቀዳውን ድምፅዎ ወደ ፅሁፍ ከተቀየረ በኋላ መመሳሰሉን እንዲያረጋግጡት ይደረጋል፡፡ ለቃለ መጠይቁ ፈቃደኛነዎትን በፊርማዎ ቢያረጋግጡልኝ፡፡

ፊርማ _____

//አመሰግናለሁ//

ከሚኒስቴር መ/ቤቱ መካከለኛ አመራሮች ጋር የሚደረግ ቃለ መጠይቅ(ከዳይሬክተሮች፣ ከቡድን መሪዎችና ከስራ ሂደት ባለቤቶች)

- ❖ የሚኒስቴር መ/ቤቱ ሠራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ አተገባበር ዙርያ የግንዛቤ ደረጃቸው ምን ይመስላል
- ❖ በመሠረታዊ የሥራ ሂደት ለውጥ ትግበራ ላይ እንቅፋቶች የሚያጋጥሙት ለምን ይመስለዎታል በመ/ቤቱ ላይ ያጋጠሙ ችግሮች ካሉ ቢገልፁልኝ?
- ❖ ሚኒስቴር መ/ቤቱ መሠረታዊ የሥራ ሂደት ለውጥን ተግባራዊ በማድረግ ምክንያት ተቋማዊ ለውጥ አምጥቷል? ከመጣ የለውጡ ዋና ዋና መገለጫዎች ምን ምን ናቸው? ካላመጣስ ምክንያቱ ምንድን ነው?
- ❖ ሚኒስቴር መ/ቤቱ አዲሱ የመሰረታዊ የስራ ሂደት ለውጥን ተግባራዊ ለማድረግ ያነሳሳው ምክንያት ምንድን ነው?
- ❖ የሚኒስቴር መ/ቤቱ ሠራተኞች አዲሱ የመሰረታዊ የስራ ሂደት ለውጥ ጥናት መሰረት የስራ ምደባቸው የተደረገው የትምህርት ደረጃቸውንና ያላቸውን የስራ ልምድ መሰረት ባደረገ መልኩ ነው?
- ❖ ሚኒስቴር መ/ቤቱ ሠራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ የእውቀት አድማስ ለማስፋት ያዘጋጃቸው የአጭር ጊዜና የረጅም ጊዜ ስላጠናዎች አሉ፣የተሰሩ ስራዎች ካሉ የተሰጡት ስልጠናዎች ለምን ያህል ጊዜና ምን ዓይነት እንደሆኑ ቢገልፁልኝ?
- ❖ ሚኒስቴር መ/ቤቱ አዲሱን የመሰረታዊ የስራ ሂደት ለውጥ ተግባራዊ በማድረግ ምክንያት ከወጭ፣ ከጊዜ፣ ከአገልግሎት አሰጣጥ፣ ከሀብት አጠቃቀም እንዲሁም ከሌሎች አንጻር ሊገለፁ የሚችሉ ውጤቶች አሉ?

Informed consent (Guideline for the In-depth Interview)

Dear sir/madam (Dr.),

My name is Michael Aregawi. who is currently Master of Business Administration(MBA) Student in Jimma University in a regular program of Business and Economics College. Right now he is conducting a research on the title “An assessment of BPR implementation in the Ministry Of Federal Affairs: A study of critical challenges, achievements and attitudes influential factors of employees towards BPR.

The general objective of this research is: to assessment BPR Implementation in the Ministry Of Federal Affairs by using a structured questionnaire, self administered questionnaire and in-depth interview.

The specific objectives are to:

- ❖ To measure the attitude of the permanent employees of the organization towards BPR.
- ❖ To identify major challenging factors of BPR implementation in MOFA.
- ❖ To identify the major changes(achievements) brought by adopting BPR.

I am planning to make an in-depth Interview on this issue. So, I inquire you to provide me truthful information. The information that I will obtain will be used only for research purpose. Therefore; I politely request your cooperation to respond to the interview.

Your responses will be analyzed anonymously in order to preserve confidentiality, and I will ensure that any statements or comments you make cannot be linked to you. You will be facing no ham by participating and you are also not obliged to answer any question you don't wish to answer. And you do have the right not to respond at all or to withdraw in the meantime, but remember that your input has great value for the success of my objective. Do you agree?

Yes, continue

Signature _____

No, thank you and good bye!

Thanks in advance!!!

Interview Questions for Non Management Staff (Performers)

- ❖ Do you have an awareness about BPR?
- ❖ Did the Ministry provided trainings and education on BPR implementation to performers? What kind and how frequently it has been conducted?
- ❖ Would you mention the major achievements gained as a result of BPR implementation?
- ❖ Would you mention why BPR implementation is challengeable and what challenges do you observe during implementing BPR?
- ❖ Have the existing workers been deployed as per their qualification and work experience?

ከሚኒስቴር መ/ቤቱ ፈፃሚ አካላት(ባለሙያዎች) ጋር የሚደረግ ቃለ መጠይቅ

- ❖ ስለ መሰረታዊ የስራ ሂደት ለውጥ ሰምተው ያውቃሉ?
- ❖ ሚኒስቴር መ/ቤቱ ሠራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ ዙርያ የእውቀት አድማስ ለማስፋት ያዘጋጃቸው የአጭር ጊዜና የረጅም ጊዜ ስላጠናዎች አሉ፣የተሰሩ ስራዎች ካሉ የተሰጡት ስልጠናዎች ለምን ያህል ጊዜና ምን ዓይነት እንደሆኑ ቢገልጹልኝ?
- ❖ ሚኒስቴር መ/ቤቱ አዲሱን የመሰረታዊ የስራ ሂደት ለውጥ ተግባራዊ በማድረግ ምክንያት ሊገለጹ የሚችሉ ውጤቶች አሉን?
- ❖ በመሠረታዊ የሥራ ሂደት ለውጥ ትግበራ ላይ እንቅፋቶች የሚያጋጥሙት ለምን ይመስለዎታል ፤ በመ/ቤቱ ላይ ያጋጠሙ ችግሮች ካሉ ቢገልጹልኝ?
- ❖ የሚኒስቴር መ/ቤቱ ሠራተኞች በአዲሱ የመሰረታዊ የስራ ሂደት ለውጥ ጥናት መሰረት የስራ ምደባቸው የተደረገው የትምህርት ደረጃቸውንና ያላቸውን የስራ ልምድ መሰረት ባደረገ መልኩ ነውን?



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