THE EFFECTS OF BUSINESS PROCESS RE-ENGINEERING IN THE PROVISION OF SERVICES IN CIVIL SERVICE: CASE STUDY OF MINISTRY OF LANDS

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A research project submitted to the Department of Business Administration in partial fulfillment of the requirement for the award of the Degree of Master of Business Administration of Kenyatta University.

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The effects of business process
DECLARATION

This research project is my original work and has not been submitted for any degree in any other university.

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This research project is being presented for defense with my approval as the appointed supervisor.

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DEDICATION

This project is dedicated to my wife Jackline and my children: Chris, Miriam and Tim. It is also dedicated to the families of the late Mr. Christopher Aori Onchana and Mr/Mrs Wilfred Kipkemboi Rono and friends for their prayers, love and support that I received during the study.
ACKNOWLEDGMENT

This Research Project would not have been possible without the cooperation and support of a number of people, who in one way or the other steered me towards my ultimate goal. I would like to express my appreciation to them and especially to the following:-

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Most important of all I extend my gratitude to the Almighty God for providing me with strength, good health, knowledge and vitality that helped make this project a reality.

To all, I remain forever grateful
ABSTRACT

The identification of this researchable topic was as a result of the inspiration and passion of studying the effects of Business Process Re-engineering in the provision of services in the Civil service: Case study Ministry of Lands. Chapter one is the brief introductory overview of the detailed background of the study which includes the core function of the ministry, achievements, challenges and with the intervention measure to improve the provision of services through result based management (RBM), Performance contracting / performance contracting appraisals, strategic plan and Business Process Re-engineering undertakings. The statement of the problem highlights the demand for change of the traditional business activity as a was of surviving in the changing business environment and advocates of finding out the practability and implications of embracing Business process reengineering and the objectives of the study and research questions are related to the effects of technology, organizational resources, performance contracting and customer demands to the business process reengineering. The significance of the study states the usefulness to various categories of people including and not limited to Ministry of Lands / other ministries employees and management, scholars and researchers. The limitation and scope of the study are also included in this chapter. Chapter two provides the concepts of business process reengineering as; innovative thinking, process function, radical change, organizational development and performance. The brief review of theoretical review, empirical review and conceptual framework are provided in details as a foundation of the proposed study. It clearly identifies the research gap not addressed by the previous researcher and which the study proposes to fill including the conceptual framework. Chapter three is the research methodology which outlines the research design. The systematic procedure followed in various stages of Data collection, storing, computation and presentation. The chapter emphasizes that both the qualitative and quantitative data are appropriately to be collected and presented. The remaining chapter four and five are core to the study as they present results and discussions with conclusions for policy recommendations.
# TABLE OF CONTENTS

Declaration ........................................................................................................... ii  
Dedication ............................................................................................................ iii  
Acknowledgment ................................................................................................. iv  
Abstract ............................................................................................................... v  
List of Tables ....................................................................................................... viii  
List of Figures ....................................................................................................... ix  
List of Acronyms And Abbreviations ................................................................. x  

## CHAPTER 1: 1

### INTRODUCTION 1

1.1 Background of the Study ................................................................. 1  
   1.1.1 The Ministry of Land ........................................................... 4  
1.2 Statement of the Problem ................................................................. 6  
1.3 Objective of the Study ................................................................. 8  
   1.3.1 General Objective .......................................................... 8  
   1.3.2 Specific Objectives ......................................................... 8  
1.4 Research Questions ................................................................. 8  
1.5 Significance of the Study ................................................................. 9  
1.6 Assumptions of the Study ................................................................. 9  
1.7 Scope of the Study ................................................................. 9  
1.8 Limitation of the Study ................................................................. 9  

## CHAPTER 2 : 13

### LITERATURE REVIEW 13

2.1 Introduction ...................................................................................... 13  
2.3 Theoretical Review ........................................................................... 15  
2.4 Empirical Review ........................................................................... 16  
2.5 Conceptual Framework ..................................................................... 16  

## CHAPTER 3: 28

### RESEARCH METHODOLOGY 28

3.0 Introduction .......................................................................................... 28
LIST OF TABLES

Table 4.1: Response Rate ................................................................. 32
Table 4.2: Gender of Respondents ...................................................... 33
Table 4.3: Age of the Respondents ...................................................... 33
Table 4.4: Level of Education ............................................................. 34
Table 4.5: Duration worked for the Ministry ........................................ 35
Table 4.6: Terms of Employment ......................................................... 35
Table 4.7: Forms of Reengineering ....................................................... 36
Table 4.8: Reasons for implementing BPR ........................................... 37
Table 4.9: Areas affected by the reengineering process ......................... 38
Table 4.10: Effects of Technology on implementation of BPR ................. 39
Table 4.11: Statements and employees levels of agreement .................... 39
Table 4.12: Technological Factors that affect implementation of BPR ......... 40
Table 4.13: Effects of Organizational Resources in implementation of Business Process Re-engineering ................................................. 41
Table 4.14: Organizational Resources factors ....................................... 42
Table 4.15: Performance Contracting .................................................... 43
Table 4.16: Extent to which performance contracting has affected the implementation of BPR ................................................................. 43
Table 4.17: Performance contracting factors ........................................ 44
Table 4.18: Customer Demands ............................................................ 44
Table 4.19: Extent to which customer demands affect implementation of BPR .... 45
LIST OF FIGURES

Figure 1.1: BPR processes and methodology in the ministry of lands.................................7

Figure 2.1: Conceptual Framework......................................................................................17

ix
LIST OF ACRONYMS AND ABBREVIATIONS

ACSI – American Customer Satisfaction Index
CEO – Chief Executive Officer
BPR – Business Process Re-engineering
DBMS – Data Base Management Systems
ERSWEC – Economic Recovery Strategy for Wealth and Employment Creation
GIS – Geographical Information Systems
GoK – Government of Kenya
GPS – Global Positioning Systems
ICT – Information Communication Technology
IT – Information Technology
LRTU – land Reform Transformation Unit
MDG – Millennium Development Goals
MIS – Management Information Systems
MOL – Ministry of Lands
MTEFW – Medium Term Expenditure Frame Work
NGOS – Non Governmental Organizations
NLIMS – National Land Information Management Systems
NLP – National Land Policy
NLPFP - National Land Policy Formulation Process
NSDI – National Special Data Infrastructure
PDP- Part Development Plan
PID – Preliminary Index Diagram
PRSP – Poverty Reduction Strategy Paper
PS – Permanent Secretary
RBM – Result Based Management
RRI – Rapid Result Initiatives
Sida – Swedish International Development Agencies
SPSS – Statistical Package for Social Sciences
UNDP – United Nations Development Program
CHAPTER 1:
INTRODUCTION

1.1 Background of the Study

The ministry of lands has a critical role in driving Kenya to achieve the vision 2030 and the Core function of the ministry is as spelt out in the presidential Circular No. 1/2008 of May 2008 on organization of government of the republic of Kenya as: Land policy, physical planning, land transactions, survey and mapping, land adjudication, settlement matters, land registration, valuation, administration of state and trust land, and land information management system.

The Ministry of Lands has made some discernable achievements in the management and administration of land resources however these achievements are not commensurate with the demand of rising population. The government has been undertaking public sector reforms aimed at facilitating efficient and effective public sector management. This has necessitated a new planning paradigm shift that requires the Ministries and departments to adopt Business Process Re-engineering in the management of the land sector as land is the single most natural resource that Kenya is endowed with hands the need for sustainable systems that foster absolute management and administration. In addition land is the key for promoting social, economic and political development of the country thus forms the foundation upon which all development activities are based on. This therefore underscores imminent review of the current processes, procedures and practices that requires radical redesign, change management, remodeling the traditional business activities and develop overall blue print for efficient and effective provision of services that meets set standards and constantly reflect customers preference that can be best be achieved if deliberately and consensuses agreed in the entire cross-functional management of the ministry.

Business process re-engineering will provide the much needed strategic direction towards Land reforms and the realization of the dreams of Kenyans in land related business investment.

The introduction and approval of result based management (RBM) through the performance contracting and management in the public sector has added impetus and calls for clear linkages between strategic plans, Annual work plan, performance target setting and contracting, Medium Term Expenditure Frame work and budget.

Business Process are simply a set of activities that transformed a set of inputs into a set of outputs (goods or services) for another person or process using people and equipments. Business process entails set of logically related tasks performed to achieve a defined business output or outcome (Stoddard and Jarvenpea 1995). It involves a wide spectrum of
activities procurement, order fulfillment, product development, customer service and sale (Sharma 2006). Thus, Business Process Re-engineering becomes an offshoot of Business Process. The fundamental reconsideration and radical redesign of organizational process, in order to achieve drastic improvement of current performance in cost, service and speed enjoys a fair measure of consensus (Hammer and Champy 1993). One can then assume that Business Process Re-engineering connotes the analysis and design of workflows and processes within and between organizations (Davenport and Short 1990).

Business Process Re-engineering relies on a different school of thought. It believes in continuous process improvement, re-engineering assumes that current process is irrelevant and there is need to commence another one. Such a clean slate perspective enables the designers of business process to focus on new process. This is to project oneself on what should the process look like? How do my customers want it to be like? How do best-in-class companies do it? What we might be able to do with no technology? The goal of business process re-engineering is to redesign and change the existing business practices or process to achieve dramatic improvement in organizational performance. Organizational development is a continuous process but the pace of change has increased in manifolds. In a volatile global world, organizations enhance competitive advantage through Business Process Re-engineering (BPR) by radically redesigning selected processes.

Business Process Re-engineering is defined as the fundamental rethinking and radical redesign of business process to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed. This definition seems to suggest that organisations should eliminate old and archaic processes, policies, procedures, principles and structures that affect organizational performance (Hammer and Champy 1993).

Business Process Re-engineering (BPR) is the term used to express the process of optimizing organizational processes and structures for best possible end result. Process Re-engineering can be applied to the whole organization, part of the organization or to a single unit within the organization. Business Process Re-engineering has been practiced as a formal discipline since the early 1920's. Then it was known as "Methods and Procedures Analysis," always searching for new ways of restructuring workflow or improving business organizations. Current organizations need a continuous and dynamic reorganization of their
business processes to allow them to be more efficient (Mihyar and Hayder, 2007). They further say that the principal aim of business process reengineering (BPR) is to design techniques to allow simulate and check different sets of processes that could improve its own organization. In response to competitive pressures, customer demands and ever-changing regulatory conditions and general operating environment, many companies both public and private are fundamentally rethinking the way they do business. The reality of the current business environment, whether it is service giving or manufacturing, public corporation or private firm is expressed by fierce competition, globalization, liberalization and privatization. The business environment has no mercy for inefficiency and weakness. Either you re-engineer your business and shape up to the demands of the global situation or you go out of business and rendered irrelevant.

Business process re engineering (BPR) is a method for planning and controlling change (Morris and Brandon 1993). BPR is the redesign and improvement of business processes both in depth (roles and responsibilities, measurements and incentives, organisational structure, information technology, shared values and skills) and breadth (activities to be included which can lead to long-term profits (Hall et al. (1993). Yet again, the focus of the definition is on renewal of business processes. It is noted that BPR is only part of what is necessary in the radical change of processes (Davenport 1993). The term “process innovation” was first suggested by Davenport, and encompasses the envisioning of new work strategies, the actual process design activity, and the implementation of change in organisations involving human beings and technology (Poh and Chew, 1994).

Business systems are made up of processes. Processes are what businesses do and when processes become old and inefficient to the extent that they cannot deliver results that they were originally designed to deliver, or they cannot cope up with the business dynamics in the environment in which they operate, they must be redesigned or replaced. Business Process Reengineering (BPR) is a process-based management tool that can deliver both, either redesign or replace inefficient processes, as required, with a breakthrough result. As such it can be applied to a single process, a group of processes, or the entire processes comprising the organization. And it is this feature of BPR; tackling processes individually or collectively and provide breakthrough solution that makes it a useful management tool.
Business process reengineering (BPR) has become a popular tool to dealing with rapid technological and business change in today’s competitive environment. Regardless of the size or the type of business a company is involved in, there are processes and operations that could be done better than they are currently being done. Improving business process is a necessity for businesses to stay competitive in today’s marketplace. Over the last decade companies have been forced to improve their business processes because the customers have become more demanding for better and better products and services. And if they do not get what they want from one supplier, they have many others to choose from hence the competitive issue for businesses. Traditionally many companies began business process improvement with a continuous improvement approach. This approach attempts to understand and measure the current process and make gradual improvement over time. This method of improving business process is effective to obtain gradual, incremental improvement. This has not spared the civil service as the civilians are now demanding better and improved service. The civilians/public now demands faster and reliable service from public offices. In addition, the government of Kenya recently introduced performance contracting where targets are set in advance for the public officers. In addition, the government launched public ministry appraisals where public offices are appraised and ranked according to their performance. This has forced many public offices to think critically of how to improve on their performance thereby opting for business process reengineering.

1.1.1 The Ministry of Land

The Ministry of Land was formed in 1903. In 1905, survey and lands were separated to form two different departments but both under control of the Commissioner of Lands. Later in 1919 the departments were combined including Registration.

The ministry has grown with over 50 Lands offices countrywide. It has four main departments which include Lands, Physical Planning, Survey and Land Adjudication and Settlement.

The lands department provides range of services offered are Land Administration and Management Services which offers policy formulation for management and administration of land, allocation of Government and Trust land for various purposes, approval for
extensions of lease, change of user and subdivision schemes, processing and issuance of land title, registration of land transactions and other legal documents, arbitration of land and boundary disputes, valuation of land for various purposes, generation and collection of land revenue and other charges, documentation and protection of public utility land and provision of up-to-date land information:

**Land Adjudication and Settlement** Services that offers policy formulation for management and administration of land, ascertainment of existing customary land rights and interests of individuals and groups over Trust land, acquisition of agriculturally viable land for settlement of poor landless Kenyans, arbitration of land and boundary disputes, administration of agricultural settlement fund, facilitation in provision of basic physical infrastructure in settlement schemes, generation and collection of land revenue and other charges and documentation and protection of public utility land.

**Survey department** is mandated to deal with Surveying and Mapping Services which offers policy formulation for management and administration of land, provision of national geodetic control network, provision of title maps, provision of updated national topographical base map, maintenance of national and international boundaries, provision of updated National atlas of Kenya, provision of up-to-date land information, provision of hydrographic information, calibrate and maintain survey equipment, provision of quality control and assurance of geo-data, provision of a national spatial data infrastructure, generation and collection of land revenue and other charges and documentation and protection of public utility land:

**Physical Planning** Services that offers policy formulation for management and administration of land, preparation of regional and local physical development plans, provision of advisory services on appropriate land use and alienation of land, execution of physical development controls and preservation orders, approval for extensions of lease, change of user and subdivision schemes, generation and collection of land revenue and other charges and documentation and protection of public utility land.

Ministry of Lands is the main government institution charged with ensuring proper land administration and management. The implementation of the Constitution of Kenya 2010 has compelled the ministry to come up with the National Land Policy Laws and other
legislative acts among others. The Ministry is committed to facilitating participation of the people of Kenya in this process.

The vision 2030 and Millennium Development Goals has effectively led to the transformation of land institutions through effective land administration and management. This entails among other things modernization of land administration, provision of appropriate legal framework, facilitation of land tenure, the establishment of a national spatial data infrastructure, automation of land records and develop data base for various core ministries undertaking to enhance accountability and transparency in their operations.

To commensurate with the desired demands the Ministry of Lands has to undertake the business process re-engineering as a fundamental option in re-orienting the ministries programme and activities towards effective service delivery to their customers.

1.2 Statement of the Problem

In today’s ever changing world the only thing that does not change is change itself. In a world increasingly driven by the three C’s, customer, competition and change, companies are on a look out for a new solution for their business problems. Recently some of the most successful business corporates in the world seem to have hit upon an incredible solution, some of the recent headline in the popular press reads; Walmart Success restocking time from six weeks to thirty six hours: Hewlett Packard’s assembly time for server computer touches new low –four minutes; tacebell sales soars from $500 million to $ 3 billion. The reason behind these stories is Business process Re-engineering (Muthiu S. Et al 1999).

The Business Process Re-engineering documents in the ministry of lands provides a conceptual model and concise activity plan for the subsequent milestones that will lead to realization of the national land information management (NLIMS). The ministry of lands has engaged the local business process re engineering experts from empowerment resource technologies limited brought onboard by lantmateriet and ORGUT within the framework of the Swedish international development agency (Sida) program with engagement in transformational and innovative thinking approach to achieve the best possible results (Figure 1.1 BPR processes and methodology in the ministry of lands below illustrates to be processes) in line with the milestone realization of National land information management (NLIMS) road map.
The ministry of lands has accumulated massive land information record dating back to 1903 which have now increased to unmanageable proportions making service delivery in efficient and ineffective largely due to the continued use of manual systems. These together with bureaucratic and long processes, procedures and practices have impacted negatively to service delivery (NLIMS) May 2011.

The ministry of lands strategic plan 2008-2012 has identified BPR as a strategy of improving service delivery and also under pinned in the ministerial performance contract 2010-2011, salient performance components such as cost effectively, quality of data and timeline of services were put in perspectives during the BPR exercises which will contribute towards the achievement of the ISO certification.

![Diagram of BPR processes and methodology in the ministry of lands](Image)

Figure 1.1: BPR processes and methodology in the ministry of lands

**Source:** National land information management system (NLIMS) project group May 2011
Using the case of the Ministry Of Lands, this study therefore seeks to determine as illustrated in (figure 1.1 BPR processes and methodology in the ministry of lands above) as it provides the analysis of the current processes (AS-IS) to future business process (TO-BE) business process reengineering in civil service with the aim of finding out the practability and implications of embracing Business Process Reengineering and making the conclusions and policy recommendations.

1.3 Objective of the Study

1.3.1 General Objective

The main objective of this study is to determine the effect of business process reengineering in civil service: a case of the Ministry of Lands.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

i. To determine the effect of technology on business process reengineering at the Ministry of Lands.

ii. To assess the effect of organizational resources on business process reengineering at the Ministry of Lands.

iii. To determine the effect of performance contracting on business process reengineering at the Ministry of Lands.

iv. To find out the effect of customer demands on business process reengineering at the Ministry of Lands.

1.4 Research Questions

i. How does technology affect business process reengineering at the Ministry of Lands?

ii. What is the effect of organizational resources on business process reengineering at the Ministry of Lands?

iii. How does performance contracting affect business process reengineering at the Ministry of Lands?

iv. In what ways do customer demands affect business process reengineering at the Ministry of Lands?
1.5 Significance of the Study

The findings of this study would be useful to the following categories of people:

Firstly, the management staffs of ministry of lands and also other ministries who oversee project success would find this report relevant since it would outline various factors affecting BPR and hence enable them to come up with solutions relevant to the problems.

Secondly, the employees in the organization that is undergoing reengineering would use this information to fully understand what BPR is and what they can do to add value to change successfully.

Thirdly it would provide scholars and researchers with relevant information on the area of BPR study. Lastly, researchers would benefit from this study since it provides an insight for further research into the application of BPR.

1.6 Assumptions of the Study

This research study assumed that all the respondents would cooperate and give reliable information and that the respondents are aware of business process reengineering at the Ministry of Lands. The study also assumes that all respondent would understand the questionnaire and give response from a point of perfect knowledge.

1.7 Scope of the Study

The study was determine business process reengineering in civil service at the Ministry of Lands. This study was limited to the Ministry of Lands.

1.8 Limitation of the Study

The researcher foresees encountering problems of time as the research is to be taken in a short period which limits time for doing a wider research so as to submit the report on time. However the researcher plans to counter this limitation by carrying out the research across all the departments and management levels in the organization to enable a generalization of the study findings.

The respondents may be reluctant in giving information fearing that the information asked may be used to intimidate them or print a negative image about them or the bank.
researcher plans to handle this problem by carrying with him an introduction letter from the University and assure the respondents that the information they give would be treated with confidentiality and it would be used purely for academic purposes.

1.9 Operational definitions of terms

**Business Process Re-engineering:** is basically the fundamental re-thinking and radical redesign, made to an organization’s existing resources, Re-engineering starts with a high-level assessment of the organization mission, Strategic goals and former needs. Re-engineering identifies, analyzes and re-designs an organization core business process with the aim of achieving dramatic improvement in critical performance measures such as cost, quality services and speed.

**Dysfunction:** which processes are functioning the worst?

**Importance:** which are the most critical and influential in terms of customer satisfaction.

**Feasibility:** which are the processes that are most likely to be successfully re-engineered.

**Mission Statements:** enduring statements of purpose that distinguish one business from other similar firms.

**Objectives:** specific results that an organization seek to achieve in pursuant its basic mission.

**Policies:** are the means by which certain objectives would be achieved.

**Vision:** A vision statement indicates what do a particular firm want to become.

**Technology:** These are revolutionary technological changes and discoveries that have an impact on organizations e.g. internet.

**Competition:** An external audit of identifying rival firms and determing their strengths, weaknesses, capabilities, opportunities, threats, objectives and strategies to compare and strive to match by exceeding their rival approaches.

**Benchmarking:** is analytical tool used to determine whether firms value chain activities are competitive compared to rival and thus conducive to winning in the marketplace.
Civil Service/Government Agencies/departments: are those organs/entity of public funded by taxpayers in the most cost-effective way to produce goods and service in effective and efficient way.

Resource: is the central management activity that allows for strategy execution i.e finance, physical results human resources and technology.

Functional Structure: is a business unit of administration that carries out tasks and activity of an organization.

Organization: is a set of body formed to ensure the systems of activities is adhered to (followed up to a certain pattern of orderly).

Land: is a solid part of the Earth’s surface which can be owned as a property to be used for various purposes of investment activities.

Restructuring: is also called downsizing, right sizing or delaying involves reducing the size of the firm in terms number of employees numbers of divisions or units and numbers of hierachical levels in the organizational structure.

Re-engineering: is when the firms uses information technology to breakdown functional barriers and create a system based on business process, products or outputs rather than on functions or inputs. The cornerstone of re-engineering is decentralization, reciprocal interdependencies and in formulation sharing.

Resistance to Change: is deliberate sabotaging of production machines, abstraction filing unfounded grievances and unwillingness to co-operate.

Implementation: is the actualization of practically undertaking the work program with the act of getting the returns. The company’s transition from as it to the redesigned process of to be or full scale actualization (execution of all to be components of a system).

Culture: is people strong attachments to heroes, the rituals of daily life, at workplace.

Conceptual Framework: refers to the concepts or variables that are involved in the study. They are independent and dependant variables in the framework.
**Improvement:** is the flagship of rallying all troops to begin to sag and it provides yardsticks for measuring the company’s profiles.

**Design:** is the benchmarking of the comparative performance of the organization process and provision of goods or services to the customers.
CHAPTER 2:
LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are the theoretical review of literature, empirical review of the literature and conceptualization of research problem.

2.2 Concept of Business Process Reengineering

The reengineering concepts involve four dimensions that are stated below: Innovative Rethinking: This is a process that is itself utterly dependent on creativity, inspiration and old-fashioned luck. Drucker (1993) argues that this paradox is apparent only not real most of what happens in successful innovations is not the happy occurrences of a blinding flash of insight but rather, the careful implementation of unspectacular but systematic management discipline; Process Function: Taking a systematic perspective, Hammer and Champy (1993) describes process functions as a collection of activities that take one or more kinds of input and creates an output that is of value to the customer. Typical process of this includes ordering of organizational structure, manufacturing, production, development, delivery and invoicing; Radical change: In radical change, a key business process is the transformation of organizational element; it is essential to an organization survival. Change leads to new ideas, technology, innovation and improvement. Therefore, it is important that organizations recognize the need for change and learns to manage the process effectively (Pamela et al, 1995); Organizational Development and Performance: It takes a look at the firm’s level of efficiency and way to improve its current activity level in order to meet up to standards and survive the competitive pressure.

One way to judge the performance of an organization is to compare it with other unit within the company. Comparison with outsiders however can highlight the best industrial practices and promote their adoption. This technique is commonly term “bench making” (Roberts, 1994).

Since the introduction of business process reengineering concept in 1990’s, businesses have been very attracted Business Process Re-engineering because of claims that such
reengineering would greatly increase competitiveness and profitability Business Process Re-engineering is often promoted as the radical answer to an organisations desire not to change too much that has plagues Total Quality Management programs. Much literature on Business Process Re-engineering concentrates on giving guideline for implementation. Harrington et al. (1997) carried out a study on the application of Business Process Re-engineering in the public sector and found out that there are problems of using BPR in the public sector and recommended further studies.

Locally, studies on reengineering have been conducted: Munyiri, (2000) conducted a survey of the use of Business Process Re-engineering approach in the Kenyan pharmaceutical manufacturing industry. Atebe (2001) did a research on effect of Business Process Re-engineering on business process cycles, a case of Kenya Power and Lighting Company. Mairura, (2003) carried out a project on teacher’s level of satisfaction with changes resulting from reengineering of services by Teachers Service Commission: a case study of Nairobi Province Secondary Schools, while Owuor (2004) did a study on the use of Information Technology as a facilitator of Business Process Re-engineering a case of Bidco Oil Refineries Limited. Some Business Process Re-engineering researchers have focused on key factors in the implementation process that enabled a successful outcome, but Business Process Re-engineering with all its benefits its promises, has been lacking in its delivery of promised quality, cost, customer satisfaction and productivity improvements.

The problem has always been to find an all-encompassing strategy that would guarantee success. A number of strategies have been put forward over the years, but more recently, the notion of BPR as the Holy Grail was espoused by Hammer and Champy (1993). Business process re-engineering (BPR) has been touted by many as dramatic improvements become necessary for organizations to improve competitiveness and remain strong participants in economic development. As global competition drives organizations towards becoming leaner and more streamlined, many corporations have turned to Business Process Reengineering (BPR) as a means to radically change the way they conduct business. However, in many instances, dramatic improvements have just failed to materialize.
2.3 Theoretical Review

The concept of reengineering traces its root back to management theories developed as early as nineteenth (19th) century. The purpose of reengineering is to "make all your processes the best-in class". Fredrick Taylor suggested in the 1860’s that managers could discover the best process of performing work and reengineering echoes the classical believe that there is one best to conduct tasks.

In Taylor’s time, technology did not allow large companies to design processes in a cross-functional or cross dimensional manner. Specialization was the stake-of- the- art method to improve efficiency given the technology situation at that time.

According to Hammer and Champy (1993) Business process reengineering (BPR) is defined as "... the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service, and speed." Although Hammer and Champy (1993) declared that classical organizational theory is obsolete, classical ideas such as division of labour have had an enduring power and applicability that reengineering has failed to demonstrate. Business process reengineering (BPR) does not appear to qualify as a scientific theory because among other things, it is not duplicable and it is limited in scope (Maureen et al, 2005). Today organizational development is a continuous process but the pace of change had increased in manifold. This means that in this competitive environment organizations will enhance its competitive advantage in its operation if it effectively design and implement Business Process Reengineering (BPR) selected processes. Davenport (1993) a famous BPR theorist emphasized the term process innovation, in his definition and he described it as "encompasses the envisioning of new work strategies, the actual process design activity, and the implementation of the change in all its complex technological, human, and organizational dimensions". The question now is what is Business Process Reengineering? Business Process Reengineering (BPR)” is the analysis and design of workflows and processes within and between organizations (Davenport and Short, 1990). However, for Hammer and Champy (1993) Business Process Reengineering is the “fundamental rethinking and radical redesign of business process to achieve dramatic improvements in critical, contemporary measures of performance such as cost quality services and speed.
At this juncture, it is relevant to emphasize the term “business process”. Davenport and Short (1990) defined business process as a set of logically related tasks performed to achieve defined business actions. A process is a structured measure set of activities designed to produce a specified output for a particular customer or market. It implies a strong emphasis on how work is done within an organization, Davenport (1993). Examples of processes include developing a new product, ordering goods from a supplier, creating marketing plan, etc.

2.4 Empirical Review

A number of studies have shown that success in BPR is not easy and indeed failure is more of the norm than the exception (Marchand & Stanford, 1998). Research shows that a lot of organizations undertake BPR after missing opportunities to undertake continuous improvement. GM and Ford did not wake up one morning to find the Japanese camped in their markets with a new way of making cars. Taiichi Ohno of Toyota conceived the concept of just-in-time manufacturing on a visit to America in the 1930s (Jackson, 1994). There are also a number of organizations that have realized enormous gains, Hallmark a US company reduced its design time by over 200% by reengineering its product design operations (Attaran & Wood, 1999). Wal-Mart reengineered its procurement and distribution processes by extending information to its suppliers from its internal IT systems therefore eliminating the traditional method of mass merchandisers. By doing so, it is estimated that Wal-Mart attained a 2% cost advantage over its nearest competitors which is a tremendous competitive advantage given that the market margins are about 6% (Attaran & Wood, 1999).

2.5 Conceptual Framework

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. According to Kotler (2000), a conceptual framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/ synthetical aspects of a process or system being
conceived. The interconnection of these blocks completes the framework for certain expected outcomes.

**Figure 2.2: Conceptual Framework**

The study will examine the conceptual framework applications as outlined in figure 2.1 above in the provision of services.

### 2.5.1 Technology

There is a relationship between BPR and information technology (IT). Hammer (1990) considers it to be the key implementation of BPR. He says the use of IT is to challenge the assumptions inherent in the work processes that have existed since before the advent of modern computer and communications technology. He argues that at the heart of reengineering is the idea of discontinuous thinking. Discontinuous thinking is a way to recognize and break away from the outdated rules and fundamental assumptions that underlie operations. Davenport and Short (1990) argue that BPR requires taking a broader view of both IT and business activity, and of the relationships between them. IT should be viewed as more than an automating or mechanizing force but rather as a way to fundamentally reshape the way business is done.

Customer relationship management technology has been, and still is, offered as on-premises software that companies purchase and run on their own IT infrastructure. In contrast with conventional on-premises software, cloud-computing applications are sold by
subscription, accessed via a secure Internet connection, and displayed on a Web browser. Companies don’t incur the initial capital expense of purchasing software; neither must they buy and maintain IT hardware to run it on (Jeff, 2007). Johnson and Scholes (2002) stated that resource management and development must support an organization’s strategies. Tools and workflows can be complex to implement, especially for large enterprises. While some companies report great success, initiatives have also been known to fail mainly owing to poor planning, a mismatch between software tools and company needs, roadblocks to collaboration between departments, and a lack of workforce buy-in and adoption. Previously these tools were generally limited to contact management: monitoring and recording interactions and communications with customers. Software solutions then expanded to embrace deal tracking and the management of accounts, territories, opportunities, and at the managerial level the sales pipeline itself.

The circumstances in which supervision and associated activities take place can be summarized in two fundamental facts that reflect the complexity of the system: the banks and investment entities, under the principles of the free movement of capital ruling and the supervisors possess even greater individual prerogatives and can exercise a certain degree of discretion in their supervisory activities (Dawson, 1996). Therefore, a supervisor can monitor the activity and financial situation of a bank of its own member state, or of another member state. Equally, a commercial bank or investment entity can be subject to the supervision of the authority of its state of origin and/or of the state different from that of its origin in which it carries out its activities, thus having to report information to different authorities in different places.

To effectively implement changes in the management, new systems are required to incorporate new management issues within the company. The main challenge is thus not the acquisition of such systems but the compatibility of the new systems and the previous ones. Compatibility and respectively compatibility will affect adoption implementation of the change management differently. Similarly, Rogers (1995) affirms that certain innovations are closely interlinked, and, therefore, there exists a strong correlation between the previous experience of the subject with particular tools and the subsequent use of other applications. This idea leads to the introduction of the concept of “technology clustering” employed by various authors (Leung, 2001; Eastin, 2002) and defined as the set of technologies perceived by the user as interrelated and determinants of the subsequent
degree of acceptance of others. Thus, those subjects with greater experience of a particular IT modify positively their perception of other similar technologies and increase their level of use and even come to observe a pattern of conduct differentiated between them (Reed et al., 2000).

In this way, the previous experience of the user in the systems is considered to be a factor even more important than experience in the change management sphere (Bezos, 1999). Since Igbaria (1993) demonstrated that previous user experience has a direct effect upon the degree of subsequent acceptance and success of change in management; many authors have introduced this variable into their studies (Min and Galle, 2003, among others). Some of them affirm that experience, and thus the knowledge acquired regarding the medium, alters the incorporation and stabilization of the intended change management in subsequent situations. Similarly, it is indisputable that experience modifies certain perceptions of the individual with respect to the new technologies, such as perceived usefulness or ease of use, while the time and effort invested in their employment simultaneously diminish (Norman, 1998; Haider and Frensch, 1999).

In the business environment, the concept of compatibility, derived from experience, has also been introduced in order to explain the behaviour of companies as users. Consequently, using as a basis the theory of organisational learning, March (1991) considers that experience leads to a wider knowledge base and more solid technological skills, while Barkema and Vermeulen (1998) argue that compatibility increases due to the variety of events a company undergoes. Shirani et al. (1994) establish a series of variables which are relevant for the prediction of company behaviour. The first of these represents experience in the technology field, while the second, called external organisational culture, alludes to the compatibility which must be established between the general structure of a company and the new technological systems which are introduced. On occasions, both variables have been grouped together under the name of intra- and extra-organizational characteristics; these refer to the conditions of the company itself which produce the application of a particular innovation (Igbaria et al., 1997). Equally, what for individuals has been called the ability to manage technological aspects, in the case of the company has been termed cultural capabilities, which permit the adaptation of its activities to the new opportunities provided by technology.
Some studies have suggested that information technology is crucial in preparing and helping the staff during the BPR process. However, Hall, Rosenthal and Wade (1991), executives with extensive BPR experience posit that although information technology plays a central role in reengineering, the IT department in many companies is unable to play its role. This ineffectualness may be due to the historic inability of IT to do anything big quickly, the breeding out of risk-taking, or the lack of advanced technology groups. Despite studies that indicate over half of all reengineering efforts are initiated because of a perceived information technology opportunity, the actual technological solution is far less important than educating employees to use IT as both a strategic initiative and as a tool in the reengineering process. Case management has been postulated as the best way to deal with people during the BPR process.

2.5.2 Organizational Resources

Towers (1996) and Hammer and Stanton (1995) argue that managing people is a major contributing factor to the success of BPR-related organisational change. In a discussion of the causes of re-engineering failure, Cooper and Markus (1995) refer to the inadequate treatment of the human aspect when implementing BPR-related change. Kennedy (1994) discusses some elements of human change management which he describes as the more difficult challenge, and explains how BPR represents a danger to people when it introduces new job structures and definitions, and forces employees to change their work style. Janson (1992) and Arendt et al. (1995) classify the human factor as a major dimension that BPR-related improvements should focus on. Hammer and Champy recognize the importance of the human resource when they state companies are not asset portfolios, but people working together to invent, sell and provide service. However, they fail to demonstrate how to reengineer the human resource in conjunction with reengineering processes. Although Hammer and Champy, (1993) provide a long list of why reengineering fails, nowhere do they include the prerequisite that no reengineering effort will succeed without first reeducating and retraining the people who will ultimately work with the new process.

To adequately prepare the human resources for BPR, they must be involved in decision making. Participative business makeovers reject the top-down approach to reengineering in favor of a middle ground, where the managers and workers come together to redesign business processes. Davenport proposes that the BPR team be split into two parts, a design
team made up of senior managers, and an execution team composed of people who will actually do the work. While Hammer and Champy (1991) specifically warn against spending too much time studying the current process, this method advocates an ethnographic approach where the designer studies and participates in the process to be redesigned. This provides a deeper understanding of the process and demonstrates the team's commitment to the workers. The team must be willing to sell a new process as though it were their process, expect and tolerate modifications to the process, and change the reward system to motivate change. Some other studies have suggested that Employee empowerment is an effective factor leading to the success of BPR implementation, since it promotes self-management and collaborative teamwork principles (CSC Index, 1994; Mumford, 1995; Rohm, 1992/93). When employees are empowered, they become more involved in deciding how work should be approached and which technologies to use, and they are given the chance to partake potentially in the redesign process (Bashein et al., 1994; Arendt et al., 1995).

Many firms are moving towards integrating labour by using case management; a case manager is thus responsible for managing a whole process and making decisions related to customers (Davenport and Short, 1990). Johansson et al. (1993) view teamwork as the most important value of BPR. Davenport (1993) assigns three main functions to the BPR team: managing work by making group decisions and co-ordinating activities; managing relationships by promoting trust, openness, and resolving conflicts; and finally, managing exteriors such as customers, suppliers and market partners. Literature mentions several advantages of teamwork, such as facilitating interactions between functions and speeding up the redesign process (Davenport and Short, 1990). Teamwork creates a learning environment in which team members are encouraged to share knowledge and expertise (Patching, 1994). With empowered team members, teamwork enhances quality of work (Davenport and Short, 1990; Davenport, 1993), and reduces resistance to change, and allows for different perspectives to change (Carr and Johansson, 1995).

Successful BPR implementation is highly affected by the way team members are selected and managed (CSC Index, 1994), and Carr and Johansson (1995) and Kettinger et al. (1997) recommend that they should be experienced in various techniques such as strategic visioning and change management. They also feel that including people with indirect
experience is advantageous in bringing new ideas and challenges, and they advocate considering customers in BPR efforts. Hammer and Champy (1993) recommend that teams should always look for a balance between insiders and outsiders of the organisation, since each view processes from different perspectives. Katzenbach and Smith (1993) identify a number of determinants for effective BPR teams: complementary skills among team members, adequate size, interchangeable accountability, clarity of work approach, and specificity of goals. Human resources play a crucial role in organizational process improvement. They are the primary decision makers and the essential ingredients of any human activity system (Grant, 2002). In performing reengineering, the human resources architecture should be reengineered to support information sharing and decision making better (Mansar et al., 2005). Finally, employees should be assisted in the transition period to new working environment (Crowe et al., 2002).

2.5.3 Top Management Support

The most important factor when implementing performance management is the top level management’s commitment to the strategic direction itself. Hammer and Stanton (1995) believe that reengineering must be driven from the topmost level. The primary ingredient for project success is top leadership, either the CEO or someone in a position to compel the compliance of all parties involved in reengineering. Line responsibility is said to be the key, and reengineering is top-down, autocratic rather than through a democratic process. This is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the performance management implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Rapa and Kauffman, 2005).

Involving employees and effective use of their idea enable top management to achieve optimal process operation (Maull et al., 2003). Chakravarthy and White, (2001) suggest that education and training policies depend on a firm’s management culture and forms of management-led organizational change. While such policies are affected by a firm’s market, production technologies and strategic goals, managers have the discretion to pursue varied strategies regarding three issues: entry-level education and training, employee development, and company-school relations. The author’s survey of 406 firms in
1991 indicated that there are two management characteristics; innovation commitment and resistance to change. Two forms of management-led organizational change; firm downsizing and work redesign, shape education and training strategies. He also finds that training; development and school relations are a focal point for redesigning management, while downsizing focuses on entry-level training.

Eisenstat (1993) conducted a study among 3,044 white-collar employees of the Western Australian Public Service to study the correlation of employee attitudes towards functional flexibility. It was hypothesized that employees would favor functional flexibility if they have lower levels of perceived job characteristics, perceived reward equity, organizational commitment and affective wellbeing as well as a higher degree of educational attainment. In contrast, negative attitude towards functional flexibility is expected among older and long-tenured employees. Standard multiple linear regression analysis shows that age was the most predictive variable for functional flexibility whereas commitment, equity, extrinsic job satisfaction and aspiration were only modestly predictive.

Some key constructs in managements are employee involvement, communication, and leadership nature (Motwani et al., 2005). Top managers should drive the changes by providing vision (shared vision). Employees should become more responsive. Other members in the BPR team should understand the process. Top management should provide employees with channels of communication and improve their ability of understanding each other (open communication). Effective communication is vital to organizational decision making (Grant, 2002). To empower employee and cooperate in a new system, top management should establish inter- and intra-organizational confidence and trust. The chains' interactions reflect the organizational ability in adapting changes (Crowe et al., 2002). In addition, groupware techniques significantly decrease the time required for performing the analysis phases of BPR (effective use of subordinates' idea).

Kamanda (2006) suggests that employee performance, absenteeism, innovation, turnover and satisfaction may be gauged by the degree of workers’ commitment to the company. Corporate loyalty, as affected by corporate restructuring, cultural differences and labour-management relations, is analysed. It is concluded that these three factors are changing the nature of the employee-company relationship. Organizational commitment is being eroded while the “Me Inc.” relationship, which puts employee interests ahead of the corporate
welfare, is emerging. They also conclude that business executives should accept the reality that the structure of US business is changing.

2.5.4 Organizational Culture

Organizational culture is among the major issues in both academic research and management practice, because the cultural dimension is central to all aspects of organizational behaviour (Alvesson, 2002). That organizational culture affects business process reengineering cannot be ignored. If reengineering is going to realize its full potential of dramatically improving the way companies do business, changing of the organizational culture must be considered an integral part of the process. Systems cannot be developed irrespective of the people that will be managing and operating those systems. One of the biggest reasons why some process reengineering projects do not achieve the level of success the organization expects is because the organization or functional manager did not deal with the issue of organization culture change. Greengard, (1993) posits that an organization should strive to involve the staff at all stages of the reengineering process.

BPR is influenced a lot by culture because culture affects not only human relationships at the work place but also their attitude towards change which in itself is the central theme of BPR. Jones, Jimiesons and Griffiths (2005) hypothesized that employees perceptions of an organizational culture strong in human relations values and open systems values would be associated with heightened levels of readiness for change which, in turn, would be predictive of change implementation success. Similarly, they predicted that reshaping capabilities would lead to change implementation success, via its effects on employees' perceptions of readiness for change. Using a temporal research design, these propositions were tested for 67 employees working in a state government department who were about to undergo the implementation of a new end-user computing system in their workplace. Change implementation success was operationalized as user satisfaction and system usage. The study found evidence that suggested that employees who perceived strong human relations values in their division at reported higher levels of readiness for change at pre-implementation which, in turn, predicted system usage. This school of thought is consistent with Temponi (2006) whose empirical research in 44 Estonian organisations indicated the impact of institutional environments on how orientations of organisational culture influence organisational learning and employee attitudes toward change. Aspects of
organisational culture influencing organisational change task orientation and relationship orientation have a different impact on the formation of attitudes towards change and organisational learning depending on the level of institutional development at the time that people commenced their working life.

Some scholars have suggested that in order to effectively implement BPR, organisational culture must be changed. The implementation of organisational change has been considered a step-by-step process in academic literature. If we compare later models to the first model developed by Lewin (1951), authors (Beer et al. 1990; Kotier 1998) have tended to pay more attention to the unfreezing stage. In order to reduce forces in favour of the status quo it is necessary to persuade people of the need for change (Lewin 1951). In the moving stage, forces in favour of change should be increased - attitudes, values and behaviours should be pushed to a new level (ibid). In order to achieve this move a change in people's mindsets is necessary (Sathe/Davidson 2000). This task is especially difficult. To manage such a difficult task people need to be interested in staying with a particular organization-committed to their organization.

Davenport (1993) also concluded that organizational culture is important to BPR. Despite his emphasis on innovation and technology, Davenport clearly states that organisational and human resource issues are more central than technology issues to the behaviour changes that must occur within a process (Davenport, 1993: p95). Davenport sees two types of culture: empowerment or control. The first reflects the recent shift to empowerment, participation, open communications, leading to greater employee satisfaction (Davenport, 1993). Davenport clearly sees such people actively participating in innovative process redefinition. Culture tends to be a root metaphor but at times also seen as a possible internal and external variable. Change addresses the inner behaviour norms and behaviour patterns. There is an acceptance of cultural type as it is, with a belief that many desire a task culture but for those that don't a role culture is necessary, but at a lower level.

While so many scholars have suggested that organisational culture affects BPR, others have suggested that it is the organisational culture that is actually influenced by BPR. Hammer & Champy (1993) clearly see a new culture as the outcome of BPR and the process of implementing a new process. These force new behaviour which will, in due
course, change the culture and thus the characteristics of the organisation. They map this out in their business system diamond: business processes determine, the jobs and structures which are then managed and measured to shape values and beliefs (Hammer & Champy, 1993). Some scholars however seem to downplay the impact of organizational culture on BPR. Henley (1991) posits that having redefined the key processes within an organisation, the next step within BPR is to restructure the organisation along process lines. Process organisations introduce a new form of organisation that aims to break away from many of the above traditional types, particularly the bureaucracies and divisional forms. Hammer & Champy recommend a move too much flatter structures organised around the processes, whereas Davenport recommends a multidimensional matrix structure, with process responsibility as a key dimension. To achieve this, Johansson et al (1993) states that the new organisation must accommodate a balance between functional expertise and process involvement and goes on to say it is essential to remove functional barriers (p191). Ash and Quarry (1996) emphasize even the boundaries between your customers and your suppliers and you must be redefined.

It is not surprising that changing the underlying beliefs is first, given that they attribute a 66% BPR failure rate to this factor alone. Allowing people to participate in the visioning and goal setting process is seen as the first step to changing assumptions and beliefs. Whilst Andrews & Stalick demonstrate the use of techniques such as process mapping, their emphasis is more on the change process and the people involved. Cultural issues are addressed by recognising and managing the impact of the redesign to existing assumptions, to existing power and political bases, and to existing visions (i.e. assumptions of the future). Andrews and Stalick's views of culture can be classed as integrative and an internal variable. They see culture as an enabler. Change addresses all levels from artefacts to assumptions and beliefs. Organisational culture can be an instrument of competitive advantage. From this viewpoint, the fact that the culture of universities emphasises the human element is a source of advantage. Strengthening this culture is a means for enhancing organisational performance, because it will secure greater commitment and flexibility from employees (Willmott, 1993). Brown (1997) argues that if the 'humanity' of HEIs is lost then they will not function: universities are essentially people-centred institutions.
Due to complexity and richness of culture, different researchers try to use various typologies to categorize organizational culture. One of the major challenges in performance management implementation appear to be more cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikävalko, 2002). Corboy and O'Corrbui (1999), meanwhile, identify the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.
CHAPTER 3:
RESEARCH METHODOLOGY

3.0 Introduction

This chapter sets out various stages and phases that was be followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. This was to identify the research design, the target population, procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections are included; research design, target population, sampling design, data collection instruments, data collection procedures and finally data analysis.

3.1 Research Design

A research design is defined as an overall plan for research undertaking. This research problem was studied through the use of a descriptive research design. According to Cooper and Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon. This study therefore was able to generalise the findings to all departments of the lands. The focus of the study was be both quantitative and qualitative in order to gain a better understanding and more insightful interpretation of the results.

3.2 Population of the Study

Target population in statistics is the specific population about which information is desired. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. This definition ensures that population of interest is homogeneous. Population studies are more representative because everyone has equal chance to be included in the final sample that is drawn according to Mugenda and Mugenda (1999). The target population of this study was focused on the managerial level based at the ministry of lands headquarter and as at 31\textsuperscript{st} December 2011 they were 78 senior manager, 209 middle level managers and 534 support staff. The focus of this population is due to the key role they play in the entire BPR process
as movers and shakers of the process) which would have to be felt to the staff establishment of 3100 deployed across the country.

3.3 Sampling Techniques

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. From the population frame the required number of subjects, respondents, elements or firms was selected in order to make a sample. Stratified proportionate random sampling technique was used to select the sample. Due to homogeneity of the population a representative sample of 30% from each stratum was selected as shown in table 3.1 below. According to Ngechu (2004), stratified proportionate random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample was derived from a relatively homogeneous population. Stratification aims to reduce standard error by providing some control over variance.

Table 3.1 sampling frame

<table>
<thead>
<tr>
<th>Management levels</th>
<th>Population</th>
<th>Proportion</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior managers</td>
<td>78</td>
<td>0.3</td>
<td>23</td>
</tr>
<tr>
<td>Middle level managers</td>
<td>209</td>
<td>0.3</td>
<td>63</td>
</tr>
<tr>
<td>Total</td>
<td>287</td>
<td></td>
<td>86</td>
</tr>
</tbody>
</table>

Source Researcher 2012

3.4 Data Collection

The researcher used primary and secondary data. Primary data was collected using a questionnaire. Kothari (2004) terms the questionnaire as the most appropriate instrument due to its ability to collect a large amount of information in a reasonably quick span of time and economical manner. Secondary data was obtained from reports of Ministry of Lands. The questionnaire designed in this study comprised of two sections. The first part is designed to determine fundamental issues including the demographic characteristics of the respondent, while the second part consisted of questions where the four variables were
focused. The questionnaire was designed in line with the objectives of the study. To enhance quality of data obtained, Likert type questions are included whereby respondents indicated the extent to which the variables are practiced on a five point Likert scale.

The structured questions was used in an effort to conserve time and money as well as to facilitate easier analysis as they are in immediate usable form; while the unstructured questions was used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information.

3.4.1 Data Collection Procedure

Data collection involved a self-administered questionnaire. The researcher dropped the questionnaires physically at the respondents’ place of work. The researcher left the questionnaires with the respondents and picked them up later. Each questionnaire was coded and only the researcher would know which person responded. The coding technique was used for the purpose of matching returned, completed questionnaires with those delivered to the respondents.

3.5 Data Analysis

For data collected to be meaningful, it needs to be analyzed in a way that it is easy to be understood by the common man. This included analysis of data to summarize the essential features and relationships of data in order to generalise from the analysis to determine patterns of behaviour and particular outcomes. Before processing the responses, the completed questionnaires were edited for completeness and consistency. The researcher used qualitative and quantitative techniques in analyzing the data. Descriptive analysis was employed; which included mean, frequencies and percentages. The organised data was interpreted on account of concurrence to objectives using assistance of computer packages especially Statistical Package for Social Sciences (SPSS) version 17 to communicate research findings. Regression analysis was used to establish the relationship between the independent and dependent variables.

3.6 Data Presentation

The findings were presented using tables and charts, percentages, tabulations, frequencies, means and other measures of central tendency. Tables will be used to summarize responses
for further analysis and facilitate comparison. This generated quantitative reports for this study.
CHAPTER 4: RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents analysis and findings of the study as set out in the research objectives and methodology. The study findings are presented on effects of business process re-engineering in the provision of service at the Ministry of Lands. The data was gathered exclusively from the questionnaire as the research instrument which was designed in line with the objectives of the study.

4.1 Response Rate

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>73</td>
<td>74</td>
</tr>
<tr>
<td>Non-responses</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The study targeted 86 members of the management level that comprised of senior and middle level managers at the Ministry. Out of 86 questionnaires that were administered, 73 were filled-in and returned giving a response rate of 84.9%. This reasonable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires. A response rate of more than 70% is considered sufficient for generalization of the findings to the whole population (Bryman & Bell, 2007).
4.2 Demographics

4.2.1 Gender of Respondents

Table 4.2: Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>45</td>
<td>62</td>
</tr>
<tr>
<td>Female</td>
<td>28</td>
<td>38</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

From the findings, majority 62% of the respondents were male, while females were 38%. This therefore could be an indication that there is gender in equality among the employees in the Ministry, as the female population is less than half the total percentage.

4.2.2 Age of the Respondents

Table 4.3: Age of the Respondents

<table>
<thead>
<tr>
<th>Age group in years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>40-49 years</td>
<td>33</td>
<td>45</td>
</tr>
<tr>
<td>Above 50 years</td>
<td>17</td>
<td>23</td>
</tr>
<tr>
<td>30-39 years</td>
<td>14</td>
<td>19</td>
</tr>
<tr>
<td>20-29 years</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The researcher further sought to establish the age distribution of the respondents. From the findings, 45% of the respondents who form the majority were aged between 40-49 years. Those above 50 years made up 23% and those between 30-39 years made up 19% while 20-29 years made up 12%. This indicates that majority of the respondents were aged...
between 40-49 years which is synonymous with the level of experience required for individuals in management positions at the Ministry.

4.2.3 Level of Education

Table 4.4: Level of Education

<table>
<thead>
<tr>
<th>Highest Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary level</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>College Diploma</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Undergraduate Degree</td>
<td>35</td>
<td>48</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>21</td>
<td>29</td>
</tr>
<tr>
<td>PHD</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The study further sought to establish the educational level of the respondents. From the findings, 7% of the respondents had secondary level education, 14% had attained College Diploma education while 48% had Undergraduate Degrees. 29% had attained Master degrees and 2% had attained PHD degrees. This emphasizes the fact that the Ministry is dominated by people with relatively high levels of education as the Ministry needs these professional for quality decision making and running of the affairs of the Ministry. Education is one of the factors that impact positively on growth of firms especially through well structured strategy formulation and implementation (King and McGrath, 2002).
4.2.4 Duration worked for the Ministry

<table>
<thead>
<tr>
<th>Duration worked for the Ministry</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 10 years</td>
<td>20</td>
<td>27</td>
</tr>
<tr>
<td>10-20 years</td>
<td>25</td>
<td>34</td>
</tr>
<tr>
<td>20-30 years</td>
<td>27</td>
<td>37</td>
</tr>
<tr>
<td>More than 30 years</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

From the study findings, 37% of the respondents had worked with the Ministry for between 20-30 years while 34% had worked for 10-20 years. 27% have worked in the Ministry for less than 10 years and 1% for over 30 years.

4.2.5 Terms of Employment

<table>
<thead>
<tr>
<th>Terms of Employment</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probation</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Contract</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Temporary</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Permanent</td>
<td>59</td>
<td>81</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The study established that majority of the respondents (81%) were permanently employed. 12% were on probation and a shared 7% were on contract and temporarily employed respectively. This is consistent with the normal employment structure of an organization as people with specialized skilled are engaged only for a specified period over which their
services are terminated. In addition, some staff at the Ministry are on secondment from other Ministries hence the reason for temporary and contract terms of employment.

4.3 Business process reengineering

4.3.1 Forms of Reengineering

Table 4.7: Forms of Reengineering

<table>
<thead>
<tr>
<th>Forms of Reengineering</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Transformation</td>
<td>3.4524</td>
<td>1.2842</td>
</tr>
<tr>
<td>Partial Transformation</td>
<td>3.1431</td>
<td>0.4982</td>
</tr>
<tr>
<td>Reshaping of business processes</td>
<td>3.6792</td>
<td>0.8574</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

From the above of Table 4.7 the total transformation form of business process reengineering had a mean of 3.7452, which was essentially above the neutral of 3 and a standard deviation of 1.2842. This means that the Ministry used total transformational to a large extent in its business process reengineering as indicated by a more than moderate mean score. The ministry also used partial transformational form of business process reengineering as supported by a more than moderate mean of 3.1431 with a standard deviation of 0.4982. Reshaping of business processes had a mean of 3.6792 and a standard deviation. This means that with the highest mean, reshaping was the most dominant business process reengineering at the Ministry. Therefore from this, the study concludes that a majority of the employees feel that by reshaping the business process, the reengineering process would be more efficient.
4.3.2 Reasons for implementing Business Process Re-engineering

Table 4.8: Reasons for implementing BPR

<table>
<thead>
<tr>
<th>Reasons for Implementing</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>To Improve profitability</td>
<td>3.2191</td>
<td>1.7584</td>
</tr>
<tr>
<td>To Attract and retain Customers</td>
<td>2.9426</td>
<td>0.6748</td>
</tr>
<tr>
<td>To Improve service delivery</td>
<td>3.9591</td>
<td>0.9477</td>
</tr>
<tr>
<td>To Increase demand for products</td>
<td>3.6128</td>
<td>0.8674</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The study sought to establish the reasons for implementing BPR at the Ministry. Asked as to whether improving profitability was one of the reasons, the respondents gave it a mean of 3.2191 and a standard deviation of 1.7584. This means that BPR was used in improving the performance of the Ministry especially in service delivery. Implementation as a way to attract and retain customer had a mean of 2.9426 and a standard deviation of 0.6748, the result thus showed that this was below the neutral point, hence it was not necessary to implement if the purpose was to retain and attract customers. Improved service delivery was another reason for implementation that had a mean of 3.9591 and a standard deviation of 0.8674, this being the highest recorded mean; it therefore had the largest number of respondents agreeing that the implementation be done to improve service delivery. So as to increase the demand for products, the implementation was supported by a mean of 3.6128 and a standard deviation of 0.8674. This showed that a majority above the neutral point of 3.
4.3.3 Areas affected by Business Process Re-engineering

<table>
<thead>
<tr>
<th>Areas Affected by Reengineering Process</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Process</td>
<td>4.2589</td>
<td>0.5100</td>
</tr>
<tr>
<td>Technologies</td>
<td>3.9145</td>
<td>0.3584</td>
</tr>
<tr>
<td>Organizational Structure and Values</td>
<td>2.7153</td>
<td>1.2589</td>
</tr>
<tr>
<td>Management Systems</td>
<td>4.1332</td>
<td>0.4787</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The researcher further sought to establish the respondents' views the areas affected by the implementation. A five point likert scale was used which gave varying means and standard deviations. Business processes had a mean of 4.2589 and a standard deviation of 0.5100. This meant that the processes were affected to a great extent. Technologies followed up with a mean of 3.9145 and a standard deviation of 0.3584, meaning that the technologies were affected to a neutral level; hence they were also affected by the average population. Organizational structure and values had a mean of 2.7153 and a standard deviation of 1.2589, thus the organization structure and the values are affected to a little extent. Management systems had a mean of 4.1332 and a standard deviation of 0.4787, this means that the management systems are affected to a very great extent.
4.4 Technology

4.4.1 Effects of Technology on Implementation of Business Process Re-engineering

Table 4.10 Effects of Technology on implementation of BPR

<table>
<thead>
<tr>
<th>Effects of Technology on Implementation of BPR</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>39</td>
<td>53</td>
</tr>
<tr>
<td>To a great extent</td>
<td>14</td>
<td>19</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>19</td>
<td>26</td>
</tr>
<tr>
<td>To a little extent</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>To no extent</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The respondents were asked to indicate the extent to which technology would affect implementation of BPR. From the study, 53% of the respondents indicated that technology affected implementation to a very great extent, 19% of to a great extent, 26% to a moderate extent, 1% to a little extent, while 0% of the respondents indicated technology affected implementation to no extent. In view of this response it is quite evident that indeed accessibility to finance is the main impediment to the growth of these enterprises and is in tandem with the findings of (Richardson, Howarth and Finnegan, 2002).

4.4.2 Statements and employees levels of agreement

Table 4.11: Statements and employees levels of agreement

| Statements                                                      | Mean    | Standard Deviation |
|                                                               |         |                   |
| Installing new system poses a financial challenge              | 4.1556  | 0.2411            |
| Lack of proper knowledge                                       | 3.1472  | 0.4895            |
| Mismatch between software tools and institution needs          | 3.4115  | 0.3594            |
| Compatibility of different systems                            | 2.9471  | 1.8956            |
| Roadblocks to collaboration between departments                | 1.9847  | 2.1547            |

Source: Researcher, 2012
From Table 4.11 above, the respondents indicated agreement that the statements above were acceptable or not to them, installing new systems seems to lead to a financial challenge by having a mean of 4.1556 and a standard deviation of 0.2411. This meant that the a majority had the view that the installation would cause a financial challenge to the Ministry as there was a high mean of 4.1556. Lack of proper knowledge was also a contributing factor to the implementation of BPR with a mean of 3.1472 and a standard deviation of 0.4895, this means that a neutral opinion was what the majority took up. Mismatch between software tools and institution needs had a mean 3.4115 and a standard deviation of 0.3594, this result means that a neutral opinion was held by the majority hence a mismatch between software tools and institution needs would be a factor that would affect implementation of BPR. Compatibility of different systems had a mean of 2.9471 and a standard deviation of 1.8956 this mean was an indicator that the respondents were supporting the idea of compatibility of different systems would affect the implementation of BPR. Roadblocks to collaboration between departments is another factor that fails implementation of the BPR at the Ministry, with a low mean of 1.9847 and a standard deviation of 2.1547, the conclusion is that roadblocks to collaboration between departments affects implementation to no extent.

4.4.3 Technological Factors that affect implementation of Business Process Re-engineering

Table 4.12: Technological Factors that affect implementation of BPR

<table>
<thead>
<tr>
<th>Technological Factors that affect implementation of BPR</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technological Advancements</td>
<td>2.9147</td>
<td>1.4578</td>
</tr>
<tr>
<td>Products/Programs change</td>
<td>1.8547</td>
<td>2.6893</td>
</tr>
<tr>
<td>Technological Knowledge</td>
<td>3.2895</td>
<td>0.8609</td>
</tr>
<tr>
<td>Development Capabilities</td>
<td>1.9203</td>
<td>2.8633</td>
</tr>
<tr>
<td>Technological Equipment</td>
<td>2.6074</td>
<td>1.7642</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012
The respondents were required rate the technological factors that affect implementation of BPR. The study found that technology advancements had a mean of 2.9147 and a standard deviation of 1.4578. This shows that technology is not a factor that affects the implementation of the BPR as it affects to a little extent. Products or program change had a mean of 1.8547 and a standard deviation of 2.6893, this means that the low mean had a no effect on implementation. Technological knowledge is another factor that affected the implementation and with a mean of 3.2895 and a standard deviation 0.8609 meaning that the respondents were neutral in the agreement that technological knowledge was vital. Development capabilities had a mean of 1.9203 and a standard deviation of 2.8633 meaning that the development capabilities were not a factor that affected the implementation. Technological Equipment had a mean of 2.607 and a standard deviation of 1.7642 meaning that, the low mean showed that the respondents found technological equipment is affects implementation to a little extent.

4.5 Organizational Resources

Table 4.13 Effects of Organizational Resources in implementation of Business Process Re-engineering

<table>
<thead>
<tr>
<th>Organizational Resources</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>43</td>
<td>59</td>
</tr>
<tr>
<td>Great extent</td>
<td>19</td>
<td>26</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Little extent</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>No extent</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

On the extent to which the organizational resources has affected the implementation, 59% of the respondents indicated that organizational resources have affected the implementation to a very great extent, 26% of the respondents indicated that organizational resources have
affected the implementation to a great extent, 12% indicated to a moderate extent, 3% to a little extent while, 0% was to no extent.

4.5.1 Extent to which Organizational Resources factors affect implementation of Business Process Re-engineering

Table 4.14: Organizational Resources factors

<table>
<thead>
<tr>
<th>Organizational Resources Factors</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing People</td>
<td>4.3589</td>
<td>0.1579</td>
</tr>
<tr>
<td>Inadequate treatment of human aspect</td>
<td>3.9581</td>
<td>0.9758</td>
</tr>
<tr>
<td>New job structures and definitions</td>
<td>3.1447</td>
<td>1.0253</td>
</tr>
<tr>
<td>Reengineer organizational resources</td>
<td>4.4012</td>
<td>0.0129</td>
</tr>
<tr>
<td>Changing working styles</td>
<td>3.2114</td>
<td>1.0036</td>
</tr>
<tr>
<td>Employee commitments</td>
<td>3.9874</td>
<td>0.8543</td>
</tr>
<tr>
<td>Employee job satisfaction</td>
<td>4.3508</td>
<td>0.2541</td>
</tr>
<tr>
<td>Regular communication</td>
<td>4.6871</td>
<td>0.6671</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The study sought to establish the extent to which the respondents agreed to various organizational resources factors affect implementation. Managing people had a mean of 4.3589 and a standard deviation of 0.1579, this implies that managing people is to a great extent an important variable in implementation. Inadequate treatment of human aspect had a mean of 3.9581 and a standard deviation of 0.9758, this indicated that a mean of 3.9581 was to a moderate extent a sign that inadequate treatment of human aspect was a factor toward implementation. New job structures and definitions had a mean of 3.1447 and a standard deviation of 1.0253, this showed that the mean was above moderate extent hence it was resolves that, many new job structures and definitions affected implementation. Reengineer organizational resources had a mean of 4.4012 and a standard deviation of 0.0129, the high mean was a sign that the reengineer organizational resources were affecting implementation to a great extent. Changing working styles shows that a mean of 3.2114 and a standard deviation of 1.0036 had a moderate extent to the implementation. Employee commitments were also gauged at a mean of 3.9874 and a standard deviation of
0.8543 that indicates that the mean was of moderate extent hence it was a significant factor in implementation. Employee job satisfaction is another key aspect that had a mean of 4.3508 and a standard deviation of 0.2541, this showed that employee job satisfaction was affecting implementation to a great extent. Regular communication was also identified to have a mean 4.6871 and a standard deviation of 0.6671; this showed that regular communication was vital in the implementation of BPR.

4.6 Performance Contracting

Table 4.15: Performance Contracting

<table>
<thead>
<tr>
<th>Performance Contracting</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>64</td>
<td>88</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The performance contracting had affected 64% of the implementation and did not affect 12% of the implementation

4.6.1 Extent to which performance contracting has affected the implementation of Business Process Re-engineering

Table 4.16: Extent to which performance contracting has affected the implementation of BPR

<table>
<thead>
<tr>
<th>Effect of performance contracting on BPR implementation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>37</td>
<td>51</td>
</tr>
<tr>
<td>Great extent</td>
<td>25</td>
<td>34</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Little extent</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>No extent</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012
The research also investigated on the effect of performance contracting has affected the implementation of BPR. 51% were supporting this to a very great extent, 34% were in a great extent. Moderate extent had a 14% take, while little extent and no extent had 1% and 0% respectively.

### 4.6.2 Performance contracting factors

**Table 4.17: Performance contracting factors**

<table>
<thead>
<tr>
<th>Performance Contracting</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Structure</td>
<td>3.9015</td>
<td>1.0784</td>
</tr>
<tr>
<td>Management Style</td>
<td>3.1473</td>
<td>0.6871</td>
</tr>
<tr>
<td>Performance Appraisal System</td>
<td>3.4771</td>
<td>0.9447</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

The research sort to find out the factors of performance contracting, organizational structure had a mean of 3.9015 and a standard deviation of 1.0784, this was at a moderate extent that organizational structure and it was important in implementation. Management style had a mean of 3.1473 and a standard deviation of 0.6871, showing that it was moderately extensive in implementation. Performance appraisal system had a 3.4771 mean and a standard deviation of 0.9447; hence it was a moderate contributor to the implementation.

### 4.7 Customer Demands

**Table 4.18: Customer Demands**

<table>
<thead>
<tr>
<th>Customer demands</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>67</td>
<td>92</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher, 2012
The research findings showed that 92% was yes to the support of customer demands affecting implementation. No had 8% that customer demands affects implementations.

4.7.1 Extent to which customer demands affect implementation of Business Process Re-engineering

Table 4.19: Extent to which customer demands affect implementation of BPR

<table>
<thead>
<tr>
<th>Extent to which customer demands affect implementation of BPR</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>45</td>
<td>62</td>
</tr>
<tr>
<td>Great extent</td>
<td>21</td>
<td>29</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Little extent</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>No extent</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher, 2012

Extent to which customer demands affect implementation of BPR had 62% with a very great extent, while 29% had a great extent. The customer demands to moderate extent affected implementation at 5% and 4% to a little extent.
CHAPTER 5
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, discussion, conclusion drawn from the findings and recommendations made. The conclusions and recommendations drawn focus on the purpose of the study.

5.2 Summary of Findings

The study targeted 86 staff members at the Ministry. 73 were filled-in and returned giving a response rate of 84.9%. Majority (62%) of the respondents were male, while 38% were female.

45% of the respondents were aged between 40-49 years and 23% aged above 50 years. 48% or respondents had Undergraduate Degrees followed by 29% who had attained Master degrees. 37% of the respondents had worked with the Ministry for between 20-30 years followed by 34% who had worked for 10-20 years. 81% of the respondents were permanently employed while 12% were on probation and 7% were on contract and temporarily employed respectively.

The Business Process Re-engineering process at the Ministry took several forms. These included total transformation, Partial transformational and reshaping of business processes and systems. The reasons for implementing Business Process Re-engineering at the Ministry were many and varied. The range included: improving the performance of the Ministry especially in service delivery; to attract and retain customers; increase the demand for products, the implementation. Other reasons included the need to improve staff response time especially in responding to customers enquiries. BPR also aimed at improving staff productivity by increasing output per employee and expanding their scope of work. This was all driven in helping the Ministry attain its vision and Mission.

The reengineering processes affected several areas of the Ministry’s operations. First, the business processes were reengineered to reduce non value adding steps in the processes. This was aimed at improving staff productivity and bettering service delivery. The
reengineering process also affected the technologies used by the Ministry. The Ministry engaged a consultant to upgrade its information management system especially in information archiving so that information can be easily retrieved when required. The organization structure at the Ministry was also affected by the Business Process Re-engineering. However, little happened in the structure as the former structures were functioning except the information management which made work too much on some positions. BPR also affected the management systems in the Ministry. Technology affected implementation to a very great extent as new systems were installed.

In this implementation, the Ministry faced some challenges. These included financial constraint was evident as the implementation required huge amounts of money. The other challenge was lack of proper knowledge as the individuals involved in the processes did not have enough information about the whole reengineering process. The Ministry also faced a mismatch between software tools and institution needs as some software installed were not compatible with the existing systems in the organization. Roadblocks to collaboration between departments also became major impediments to Business Process Re-engineering at the Ministry.

5.3 Conclusion

Just as Hammer (1990) considers technology to be the key implementation of Business Process Re-engineering. This study also concludes that technological advancements were key in the implementation of Business Process Re-engineering at the Ministry of Lands. The Ministry is involved in the management of information that relates to land all over the country. As such a system needed to be put in place that ensures that information management at the Ministry was well planned so as to better serve the general public. The study also established that employee productivity was greatly affected because of the information management systems used at the Ministry.

To effectively formulate and implement any strategy at the Ministry, there needs to be devoted numerous resources. According to Hammer and Stanton (1995) these resources may range from human resources to run the formulation and implementation and finances to finance the requirements for smooth strategy formulation and implementation. For the Ministry to successfully implement BPR, it needed both human capital and financial
resources. Human capital involved employees of the Ministry as they are the key implementing agents of the Ministry’s strategy. In addition, the commitment from top management played a key role in the BPR implementation. As the managers in an organization, the Ministry top management provided support to the subordinate staff especially during BPR implementation to ensure that the targets were met.

Performance contract specifies the mutual performance obligations, intentions and the responsibilities of all stakeholders at the Ministry. The performance contracting played a key role in the BPR process by defining every Ministry’s members’ target key performance indicators. It defined the behaviour and conduct of employees towards the attainment of set targets according to the performance contracting in public service. This forced employees to work hard in implementing BPR thereby ensuring success in Business Process Re-engineering.

Customer demands play a key role in the Business Process reengineering. At the Ministry of Lands, customers are the general public. They are in need of timely and accurate information. Since the Ministry is obligated to serve the public on matters land, customer demands played a key role in the whole process of Business Process Re-engineering. The long queues at the Ministry of lands and frequent customer frustrations necessitated Business Process Re-engineering so as to streamline the operations at the Ministry.

5.4 Recommendations

From the findings and conclusions above, the study recommends that since the study found that technology played a key role in the implementation of Business Process Re-engineering at the Ministry, the Ministry should continuously update its technology to ensure timely retrieval of records. Since technology is the base for business process reengineering the Ministry needs to keep pace of the changes in technology so as to deliver quality services to its customers.

The study recommends top management to support the implementation of Business Process Re-engineering at the Ministry. Management need to effectively support the decisions of reengineering the institution. An organization should strive to involve the staff at all stages of the reengineering process. Employee commitment to the organization should be emphasized. Top management’s commitment should be emphasized since it’s
the most important factor. Effective communication should be put in place and implemented.

In the implementation of Business Process Re-engineering, the Ministry needed resources ranging from human capital to finances. This study recommends that the Ministry sources and keeps qualified human capital who will provide timely and accurate information to the general public. In also recommends that in future, more resources be set aside to hire an external consultant so that employees can feel free in airing their views during the whole process.

The study also recommends that performance contracting be fully implemented and observed at the Ministry. It is these Performances contracting that assisted the Ministry in successfully implementing BPR as the employees were given targets in advance which they worked hard to attain. With key delivery points made known to staff in advance, the staff are more motivated to attain them thereby ensuring successful strategy implementation.

The study also recommends that the Ministry considers customer demands in its BPR. This is because customers are the main essence of the existence of the Ministry. The customers always come to the Ministry for services on matters land.

The study also recommends that the provision of services at the ministry of lands through the implementation of Business Process Re-engineering requires sustainable continuous improvement as an anchor of benchmarking for the set specific standards to be met.

5.5 Recommendations for Further Studies

The study recommends that further research on factors affecting business process reengineering implementation at the Ministry of Lands should be done in other institutions and Ministries to find out if the same results will be obtained.

The same study should also be carried out in the other ministries to find out if the same findings will be obtained.
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Mihyar Hesson and Hayder Al-Ameed (2007) Business process reengineering in UAE

Ministry of Lands, Seasonal Paper No. 3 of 2009 on National Land Policy 2009 August


Strategic plan (2008-2012). Ministry of lands


Date ____________________________

Please take a few minutes to complete this questionnaire. Your honest answers will be completely anonymous, but your views, in combination with those of others are extremely important in building knowledge on BPR at the Ministry of Lands. Kindly answer all questions.

PART A: DEMOGRAPHIC INFORMATION

1) What is your gender?
   Male ( )       Female ( )

2) Indicate your age bracket
   20-29 years ( )   30-39 years ( )
   40-49 years ( )   Above 50 years ( )

3) What is your highest level of education?
   Secondary level ( )   College diploma / certificate ( )
   Undergraduate degree ( )   Master’s Degree ( )
   PHD ( )

4) How long have you worked at the ministry of lands?
   Less than 10 years ( )   10-20 years ( )
   20-30 years ( )   More than 30 years ( )

5) What are your terms of employment?
PART B: MAIN ISSUES

B.i) BUSINESS PROCESS REENGINEERING

6) Which form of reengineering has the reengineering process take in the ministry of lands? Use a scale of 1 to 5 where 1=No extent 2=Little extent, 3=Moderate extent, 4=Great extent and 5=Very great extent.

<table>
<thead>
<tr>
<th>Forms of Reengineering</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total transformation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partial transformation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reshaping of business processes</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

7) What is your level of agreement with the following reasons for implementing BPR at the Ministry of Lands? Use a scale of 1 – 5 where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5 = strongly agree.

<table>
<thead>
<tr>
<th>Reasons for implementing</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>To improve profitability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To attract and retain customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To improve service delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To increase demand for our products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please specify any other reasons
8) Which areas of your institutions were affected by the reengineering process? Use a scale of 1 to 5 where 1=No extent 2=Little extent, 3=Moderate extent, 4=Great extent and 5=Very great extent.

<table>
<thead>
<tr>
<th>Areas affected by the reengineering process</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technologies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational structure and values</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B.ii) TECHNOLOGY

9) To what extent does technology affect the implementation of BPR in the Ministry of Lands?

To a very great extent (   )
To a great extent (   )
To a moderate extent (   )
To a little extent (   )
To no extent (   )
10) Technology development must support an organization’s reengineering process. In the light of this statement rate your level of agreement to the following statements about technology as a factor that affect the implementation of BPR at the Ministry of Lands. Use a scale of 1 to 5 where 1=No extent 2=Little extent, 3=Moderate extent, 4=Great extent and 5=Very great extent.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Installation of new systems poses financial challenge in the implementation of BPR at the Ministry of Lands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of proper knowledge poses a challenge in implementation of BPR at the Ministry of Lands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A mismatch between software tools and institution needs affect the implementation of BPR at the Ministry of Lands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compatibility of the different systems affects the implementation of BPR at the Ministry of Lands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roadblocks to collaboration between departments also fails the implementation of BPR at the Ministry of Lands</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

11) In your opinion, to what extent do the following technology factors contribute to the implementation of BPR in the Ministry of Lands? Use a scale of 1 to 5 where 1 is to a no extent and 5 is to very great extent

<table>
<thead>
<tr>
<th>Technology factors that affect the implementation of BPR in the Ministry of Lands</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technological advancements or frequent technological improvements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product/ programs changes</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Technological knowledge

Development capabilities

Technological equipments

### B.iii) ORGANIZATIONAL RESOURCES

12) To what extent do organizational resources affect the implementation of BPR at the Ministry of Lands?

<table>
<thead>
<tr>
<th>Resource</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing people</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequate treatment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New job structures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13) To what extent does the Ministry of Lands appreciate the following organizational resource factors in implementing business process reengineering? Use a scale of 1 to 5 where 1=No extent 2=Little extent, 3=Moderate extent, 4=Great extent and 5=Very great extent.

<table>
<thead>
<tr>
<th>Organizational Resource</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing people is a major contributing factor to the success of BPR-related organizational change</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Inadequate treatment of the human aspect when implementing BPR-related change causes reengineering failure</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>New job structures and definitions are some of the challenges of reengineering</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Organizational resources architecture should be reengineered to support information sharing and decision making better

Changing work styles challenge the reengineering process

Employee commitment to the organization has been affected by the reengineering process

Reengineering has affected employees job satisfaction as compared to the period before the restructuring

Regular communication must be established between executives and those who will be affected by the reengineering process

14) Which other comment can you give regarding the impact of people issues on the success of reengineering projects at the Ministry of Lands?

........................................................................................................................................
........................................................................................................................................

B.iv) PERFORMANCE CONTRACTING

15) Has performance contracting affected the implementation of BPR at the Ministry of Lands?

Yes  ( )  No  ( )

16) To what extent has performance contracting affected the implementation of BPR at the Ministry of Lands?

Very great extent  ( )

Great extent  ( )

Moderate extent  ( )

Little extent  ( )

No extent  ( )
17) To what extent does the Ministry of Lands appreciate the following performance contracting factors in implementing business process reengineering? Use a scale of 1 to 5 where 1=No extent 2=Little extent, 3=Moderate extent, 4=Great extent and 5=Very great extent.

<table>
<thead>
<tr>
<th>Performance contracting</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management style</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance appraisal system</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Specify any other factors

B.v) CUSTOMER DEMANDS

18) Do customer demands affect the implementation of BPR at the Ministry of Lands?

   Yes ( )  No ( )

19) To what extent do customer demands affect the implementation of BPR at the Ministry of Lands?

   Very great extent ( )
   Great extent ( )
   Moderate extent ( )
   Little extent ( )
   No extent ( )

20) In your opinion, in what ways has the customer demands affect the implementation of BPR at the Ministry of Lands?

   ........................................................................................................
   ........................................................................................................

THANK YOU!!
### Appendix II: Work Plan

<table>
<thead>
<tr>
<th>Time in weeks</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation of instruments and Pilot Testing them</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Data Processing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draft preparation and presentation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final report writing/presentation preparation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentation of the project</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
## Appendix III: Budget

<table>
<thead>
<tr>
<th>Activity</th>
<th>Cost (Kshs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing papers</td>
<td>13,000.00</td>
</tr>
<tr>
<td>Binding</td>
<td>12,000.00</td>
</tr>
<tr>
<td>Questionnaire photocopy</td>
<td>500.00</td>
</tr>
<tr>
<td>Data collection</td>
<td>30,000.00</td>
</tr>
<tr>
<td>Data entry and analysis</td>
<td>10,000.00</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>31,500.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97,000.00</strong></td>
</tr>
</tbody>
</table>
Appendix IV: Organization of the Ministry Of Lands

The Ministry of Land like other ministries / Department carried out a rationalization programme in 2000. This was aimed at rationalizing its functions and staff right-sizing consequently a new organization structure and staffing levels was established. The re-organization of the government in the year 2008 by the grand coalition government resulted organization structures.

Abbreviations

AM/L - Assistant Minister/ Lands
SDS/A - Senior Deputy Secretary Administration
DS/A - Deputy Secretary/ Administration
DS/L - Deputy Secretary /Legal

CFO - Chief Finance Officer
SPPO - Senior Principal Personnel Officer
CE - Chief Economist
DCE - Deputy Chief Economist
PKISM - Principal Kenya Institute of Survey
DDOS - Deputy Director of Survey

COL - Commissioner of Lands
DOS - Director of Survey
DPP - Director of Physical Planning
DLAS - Director of Land Adjudication & Settlement
DCOL - Deputy Commissioner of Lands
CV - Chief Valuer
CLR - Chief Land Register
SLO - Senior Legal Officer
PE - Principal Economist
AC - Accounts Controller

SAD/HRM - Snr. Assistant Director Human Resource
PHRDO - Principal Human Resource Development Officer
SPAD - Principal System Analyst/ Programmer
SADAL - Senior Assistant Director Settlement
SADS - Senior Assistant Director Settlement