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The Impact of Business Process Reengineering Implementation on Operational Problems in Private Sector Organizations in the Kingdom of Saudi Arabia

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INTRODUCTION

In recent years, organizations across various sectors have encountered significant challenges related to their organizational design and operational efficiency. These challenges are not necessarily rooted in isolated task performance, but rather stem from broader process-related inefficiencies. According to Hammer (2001), delays in completing tasks often occur when responsibilities are handed off between multiple individuals or departments, causing bottlenecks and inefficiencies in the overall workflow.

Traditionally, organizations have focused on solving task-specific problems, neglecting the critical impact of end-to-end business processes. As Hammer (1996) pointed out, the lack of an integrated understanding of how individual tasks contribute to overall outcomes makes organizations rigid and unresponsive. This misalignment often results in organizational inflexibility, not due to rigid task structures, but due to insufficient comprehension of the interdependencies among those tasks.

With the rapid advancement of technology and the increasing sophistication of customer demands, service providers face heightened pressure to deliver high-quality services in shorter timeframes and at lower costs. In response, many organizations are adopting strategic initiatives to gain a competitive edge, one of which is Business Process Reengineering (BPR).

BPR, as defined by Hammer and Champy (1993), involves 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." This concept represents a paradigm shift from incremental improvements to radical transformations that question existing assumptions and aim for breakthrough performance.

In the context of Saudi Arabia, several organizations have adopted BPR to restructure their operations, enhance customer service, minimize operational costs, and improve responsiveness. The unique socio-economic landscape of Saudi Arabia, including the Vision 2030 initiative, places a strong emphasis on modernization, digital transformation, and efficiency. This makes BPR not only relevant but essential for public and private sector organizations aiming to align with national strategic goals.

To realize these benefits, a comprehensive and well-managed BPR initiative is required—one that involves stakeholders at all levels, from senior management to front-line employees. Effective project management is essential to ensure that BPR initiatives are executed in alignment with strategic goals, budget constraints, and timelines. Organizations must also foster a culture that supports innovation, open communication, and continuous learning to manage the human side of change effectively.

Moreover, BPR should not be confined to internal organizational processes; it must consider inputs and feedback from external stakeholders, including customers, suppliers, and partners. Stakeholder management, therefore, plays a pivotal role in the success of BPR projects. Additionally, each phase of a BPR initiative may require adaptations to traditional project management methodologies to maximize impact and sustainability.

The concept of BPR has been shaped by extensive observation of best practices and lessons learned from both successful and failed implementations worldwide. Despite its popularity, the success rate of BPR initiatives remains variable. Many failures are attributed to poor implementation strategies, resistance to change, or the lack of a compelling business rationale. As Alter (1994) emphasized, translating innovative ideas into actionable strategies and overcoming organizational inertia are major hurdles.

Successful BPR projects demonstrate tangible benefits such as reduced cycle times, lower costs, enhanced customer satisfaction, and improved product or service quality. To achieve these outcomes, organizations must address key success factors including comprehensive planning, effective change management, and robust performance measurement systems. The use of performance metrics and key performance indicators (KPIs) before and after implementation can provide valuable feedback and guide future initiatives.

Numerous academic studies have explored the critical success and failure factors associated with BPR implementation, focusing on both technical and human dimensions. For instance, studies by Davenport (1993) and Grover et al. (1995) highlight the importance of aligning information technology (IT) with business objectives, as well as the role of leadership in driving successful reengineering efforts. Case studies from diverse organizational and cultural contexts highlight recurring challenges—many of which are underestimated or overlooked during planning. As such, localized case studies are invaluable sources of empirical evidence and practical insights.

Furthermore, technological tools such as Enterprise Resource Planning (ERP) systems, Business Intelligence (BI) platforms, and workflow automation software are integral to successful BPR implementations. These tools support data-driven decision-making, enhance visibility across functions, and streamline operations. In the Saudi context, the integration of such technologies is accelerating with increased investments in digital infrastructure and government-led digitalization programs.

In addition, employee involvement and empowerment are critical for the success of any BPR initiative. Empowered employees are more likely to contribute innovative ideas and embrace the changes introduced by BPR. Training programs and clear communication of goals are essential in preparing employees to adapt to new roles, technologies, and processes. Change management frameworks such as Kotter's 8-Step Change Model and Lewin's Change Management Theory can provide structured approaches to facilitate smooth transitions.

Cultural factors also play a significant role in the adoption and implementation of BPR. In the Saudi Arabian context, organizational culture often emphasizes hierarchy, respect for authority, and adherence to established norms. As a result, introducing radical changes through BPR can be met with resistance unless leaders effectively communicate the rationale and anticipated benefits. Building trust, involving key influencers, and providing continuous support are crucial to overcoming cultural barriers.

Moreover, the regulatory environment and governmental support can influence the success of BPR initiatives. Policies that promote innovation, support digital transformation, and streamline regulatory procedures can create a more conducive environment for reengineering efforts. In Saudi Arabia, Vision 2030 and the National Transformation Program (NTP) offer a framework for aligning organizational goals with national development priorities.

Academic literature also emphasizes the importance of measuring the long-term impact of BPR initiatives. While initial results may appear promising, sustainable improvements require continuous monitoring, periodic assessments, and iterative refinements. Balanced Scorecard (BSC) approaches can be used to track performance across financial, customer, internal process, and learning dimensions, ensuring a holistic view of organizational effectiveness.

This study aims to explore the transformation processes involved in transitioning from traditional to reengineered business operations within Saudi organizations. It seeks to evaluate the impact of BPR implementation on organizational performance and to identify success factors, obstacles, and best practices. The research also examines the existing gaps and opportunities for improvement in the Saudi context, contributing to a deeper understanding of BPR as a strategic tool for organizational excellence.

To provide a comprehensive foundation for this investigation, the study will include an in-depth review of relevant literature, theoretical frameworks, and empirical studies on BPR. This will ensure that the analysis is grounded in established research and informed by real-world applications, thereby fulfilling the objective of delivering scientifically valid and practically useful insights. The findings of this study are expected to contribute to academic knowledge, managerial practice, and policy-making in the area of organizational transformation and process optimization.

مشكلة الدراسة:

STATEMENT OF THE PROBLEM

In the era of global competition and rapid technological advancement, organizations are under increasing pressure to optimize performance, reduce costs, and meet evolving customer expectations. In response, many organizations have turned to Business Process Reengineering (BPR) as a radical approach to restructuring their core processes and improving operational efficiency. BPR involves rethinking and redesigning existing processes to achieve significant improvements in key performance metrics such as cost, quality, service, and speed (Hammer & Champy, 1993). In the Kingdom of Saudi Arabia, particularly within the private sector, several organizations have embarked on BPR projects with the aim of gaining competitive advantage and aligning with national transformation initiatives such as Vision 2030.

Despite the potential benefits of BPR, many Saudi organizations have struggled to realize the full value of their reengineering efforts. Although BPR initiatives are often well-intentioned and strategically motivated, numerous implementation challenges have hindered their success. These challenges include inadequate planning, limited employee involvement, weak change management strategies, insufficient training, underutilized information technology, and lack of performance measurement mechanisms. As a result,

the expected gains in efficiency, service quality, and customer satisfaction are often not achieved. This disconnect between BPR theory and practice underscores a critical problem, Saudi private sector organizations are initiating reengineering projects without the necessary infrastructure, tools, or understanding to implement them effectively.

Previous research has addressed various aspects of BPR. Al-Mashari, Irani, and Zairi (2001) emphasized the transformative potential of BPR when implemented with clear vision, effective leadership, and employee engagement. Their survey of international experiences highlighted that successful BPR projects typically share key enablers such as strategic alignment, process-focused thinking, and continuous monitoring. Joshi and Dangwal (2012) further emphasized that the implementation phase is a crucial determinant of BPR success. They observed that many failures stem not from the design of the reengineering process itself, but from flaws in execution, ranging from resistance to change to lack of clarity in roles and responsibilities.

Despite these contributions, few studies have focused specifically on the Saudi context, particularly in private sector organizations. Most existing literature either offers general frameworks or focuses on public sector transformation. This represents a significant research gap, as the cultural, organizational, and managerial realities of Saudi firms differ from those in other regions. For example, decision-making in many Saudi firms is still centralized, employee roles are often rigidly defined, and digital maturity varies widely. These contextual factors influence how BPR is understood, adopted, and executed, and therefore must be studied within their specific environment.

Additionally, while the theoretical benefits of BPR are well established, there is limited empirical evidence on how BPR actually impacts performance in Saudi organizations once implemented. Many firms do not have systems in place to measure whether redesigned processes are improving outcomes. As Lok et al. (2005) noted, performance measurement is a critical component of BPR success, encompassing metrics such as outcomes (e.g., customer satisfaction), outputs (e.g., number of services delivered), and efficiency (e.g., time and cost). Without these metrics, organizations cannot assess the effectiveness of BPR or make data-driven improvements.

This study aims to address these gaps by providing a detailed investigation into the challenges and issues encountered during BPR implementation in Saudi private sector organizations. Specifically, the research focuses on organizations operating in the Eastern Province of Saudi Arabia, which represents a significant portion of the country's industrial and commercial activity. Through structured data collection and analysis, this study will

evaluate how these organizations plan, execute, and evaluate BPR projects, and what factors contribute to their success or failure.

The problem at the heart of this study is that many Saudi private organizations lack the readiness and support systems to successfully implement BPR, despite investing resources into such projects. This misalignment between intention and capability not only leads to wasted effort and cost but also discourages future innovation and process improvement. By investigating this issue in detail, the study will generate insights that can help organizations better prepare for and manage BPR initiatives.

This research will contribute to scientific knowledge in several ways:

1. It will provide empirical evidence from a context that is underrepresented in current BPR literature, namely, the Saudi private sector,
2. It will identify critical success and failure factors specific to the local cultural and organizational environment, offering localized recommendations for practitioners,
3. It will assess the role of Information Technology (IT), leadership, training, and communication in enabling or hindering BPR efforts,
4. It will introduce performance measurement as a strategic component of BPR execution, advocating for data-driven evaluation of reengineering outcomes,
5. It will offer actionable guidelines to managers and consultants seeking to implement BPR effectively in similar organizational contexts.

By addressing the practical challenges faced by Saudi firms, the study will also provide benefits beyond academia. Managers, policymakers, and change agents can use the findings to design more effective BPR strategies, tailor change management approaches, and allocate resources more efficiently. For example, organizations that have struggled with employee resistance or failed to see measurable improvements after reengineering will gain clarity on how to integrate communication plans, training programs, and performance indicators into their BPR roadmap.

In summary, while the concept of BPR promises radical transformation, its practical execution in Saudi private sector organizations remains fraught with challenges. Existing research provides valuable insights but lacks detailed contextual understanding of the local environment. This study addresses that gap by examining the specific implementation problems facing Saudi firms, highlighting what can be done to ensure smoother transitions,

higher efficiency, and greater organizational adaptability in an increasingly competitive market.

أهمية الدراسة:

SIGNIFICANCE OF THE STUDY

The importance of this study comes from its ability to contribute both academically and practically to the field of Business Process Reengineering (BPR), especially within the context of Saudi private sector organizations. The significance is outlined as follows:

1. Scientific Significance

- This research adds to the existing academic literature by focusing on the implementation phase of BPR projects, an area that has not been sufficiently explored in the Saudi context.
- It provides empirical evidence about the real challenges that organizations face during BPR implementation, particularly in terms of human and technical issues.
- The study investigates the relationship between performance achievement and key BPR variables such as training, job role redefinition, IT usage, communication, and performance monitoring.
- It helps to fill the gap in knowledge regarding how private organizations in Saudi Arabia adopt and manage BPR initiatives, which has been mostly overlooked in previous studies.
- It supports future researchers by presenting findings that can be compared with other case studies or used for developing localized models of successful BPR implementation.

2. Practical Significance

- The study offers managers in Saudi organizations clear insight into common problems that occur during BPR implementation and how to overcome them.
- It supports decision-makers in designing and applying a complete implementation plan that includes performance measurement and employee motivation strategies.

- It provides guidance on how to integrate Information Technology (IT) into the reengineering process to support successful project outcomes.
- The findings can assist HR and operations departments in planning training programs and redefining job roles to match new business processes.
- It emphasizes the role of effective communication and change management in ensuring smooth transitions and reducing resistance during process transformation.
- The study contributes to enhancing the performance of Saudi private sector firms by offering practical solutions that align with national development goals and Vision 2030.

أهداف الدراسة:

OBJECTIVES OF THE STUDY

Main Objective:

The primary objective of this study is to evaluate the challenges and success factors involved in the implementation of Business Process Reengineering (BPR) projects within Saudi private sector organizations, and to assess how these factors impact the achievement of organizational performance goals.

This objective seeks to understand the full scope of activities, human and technical considerations, and planning elements that contribute to either the success or failure of BPR implementation, with a specific focus on organizations in the Kingdom of Saudi Arabia.

Sub-Objectives:

In order to achieve the main objective, the study will pursue the following specific objectives:

1. To identify and underline the different kinds of activities that Saudi organizations should carry out to transform their existing business processes into reengineered processes effectively. This includes assessing readiness, stakeholder involvement, and organizational alignment with BPR strategies.
2. To evaluate the availability and role of pilot test plans in BPR projects. This involves examining whether organizations test redesigned processes before full implementation and how pilot phases contribute to minimizing risks.

3. To investigate whether management issues are adequately addressed during the BPR implementation process, including leadership support, employee involvement, and resistance to change, and how these factors influence overall project success.
4. To assess the extent to which new business processes achieve the intended performance results, such as improved efficiency, reduced cost, better service quality, and customer satisfaction, and how these outcomes are measured and monitored.
5. To discuss the influence of Information Technology (IT) in facilitating and supporting BPR implementation in Saudi organizations. This includes exploring the degree of IT integration and its alignment with reengineering goals.
6. To explore the importance of employee training and job redefinition in ensuring a smooth transition to new roles and responsibilities that align with reengineered business operations.
7. To identify the effect of a well-structured communication plan on managing the change process, improving understanding, and reducing resistance among employees during the BPR project lifecycle.
8. To examine whether BPR implementation promotes employee motivation, accountability, and a performance-oriented culture, especially in relation to adopting new performance monitoring systems and organizational structures.
9. To provide practical guidelines and strategic insights for trainers, consultants, and organizational leaders involved in BPR activities in the Saudi private sector, especially in the Eastern Province, to support effective implementation and long-term success.

تساؤلات الدراسة

RESEARCH QUESTIONS

Main Research Question:

What are the main implementation challenges and critical success factors influencing Business Process Reengineering (BPR) projects in Saudi private sector organizations, and how do these factors impact the achievement of performance goals such as cost reduction, quality improvement, efficiency, and customer satisfaction?

This study seeks to examine the human, technical, managerial, and strategic dimensions involved in the implementation of BPR, and how these aspects collectively influence the success or failure of such initiatives in the Saudi organizational environment.

Sub-Questions:

1. Do Saudi organizations develop and follow a comprehensive implementation plan for BPR projects?

This question investigates whether organizations prepare a clear roadmap for BPR execution, including project phases, resource allocation, stakeholder roles, and risk mitigation strategies.

2. To what extent are change management and leadership issues addressed during BPR implementation?

This question explores how leadership support, employee involvement, organizational culture, and resistance to change are managed throughout the BPR lifecycle.

3. How effectively do the newly reengineered business processes achieve their intended performance outcomes?

This includes assessing measurable results such as reduction in process time, cost efficiency, service quality improvement, and increased customer satisfaction post-implementation.

4. What role does Information Technology (IT) play in enabling and supporting successful BPR projects in Saudi organizations?

This question focuses on the level of IT integration, system readiness, and how digital tools are used to automate, optimize, and support the redesigned processes.

5. What internal and external factors are most strongly associated with the successful achievement of BPR performance goals?

The study will investigate key variables such as training, communication, stakeholder engagement, pilot testing, and organizational readiness, and how each contributes to overall performance outcomes.

6. What are the most common causes of BPR project failure or underperformance in the Saudi private sector?

This question identifies potential gaps in planning, execution, or evaluation,

including unclear objectives, lack of performance monitoring, and poor alignment between strategy and operations.

7. Is there a statistically significant relationship between BPR success and variables such as employee training, communication plans, IT integration, and job role redefinition?

This question aims to evaluate whether these elements directly influence the success rate of BPR projects and contribute to the achievement of strategic goals.

8. How do Saudi organizations monitor and evaluate the performance of reengineered processes over time?

This involves identifying whether outcome, output, and efficiency measures are applied post-implementation, and how feedback is used for continuous improvement.

فروض الدراسة:

ASSUMPTIONS

This study is based on several key assumptions essential for the reliability and validity of the research findings.

Firstly, it is assumed that participants' gender will not have a statistically significant effect on the outcomes of the research. The study focuses primarily on organizational processes and structural challenges rather than personal attributes; therefore, gender is treated as a neutral variable in the analysis.

Secondly, it is assumed that all participants will respond to the questionnaire with honesty, objectivity, and in accordance with their professional knowledge and job responsibilities. The integrity of the data collection process depends significantly on participants' willingness to provide accurate insights into their organizations' experience with Business Process Reengineering (BPR) implementation.

Thirdly, it is assumed that the selected participants are either directly involved in BPR projects or have substantial exposure to organizational change initiatives within their respective organizations. This includes employees from various managerial and operational levels who have experienced or contributed to reengineering efforts—whether during planning, implementation, or evaluation stages.

In addition, it is assumed that respondents possess a basic understanding of the BPR concepts, its objectives, and associated challenges, as the questionnaire includes targeted questions related to pilot testing, performance measurement, communication planning, IT integration, and management change. It is also presumed that the participants have sufficient contextual awareness of organizational workflows, making them suitable for assessing performance improvements post-reengineering.

Moreover, the study assumes that participants have access to organizational data or have retained enough experiential memory to answer questions related to performance indicators such as time, cost, quality, and customer satisfaction, which are key to assessing BPR effectiveness.

Lastly, it is assumed that the organizational settings of the surveyed entities allow for transparency and do not restrict the disclosure of non-sensitive information, especially regarding implementation strategies, internal challenges, and post-BPR evaluations.

These assumptions are critical to ensure the empirical validity of the study and allow the findings to be generalizable within the context of Saudi private sector organizations implementing BPR initiatives.

الدراسات السابقة:

REVIEW OF LITERATURE

This chapter provides an in-depth theoretical and empirical review of Business Process Reengineering (BPR) literature, with the purpose of offering readers a full understanding of the concept, its components, and associated variables. It includes definitions, classifications, implementation strategies, and an analytical comparison between past studies, in order to build a strong foundation for the current research and identify gaps in existing knowledge, particularly in the Saudi private sector context.

1. Theoretical Overview and Key Definitions

a. Definition of BPR

Hammer and Champy (1993) define Business Process Reengineering as “the fundamental rethinking and radical redesign of business processes to achieve dramatic improvement in

critical, contemporary measures of performance.” This includes cost, quality, service, and speed. Unlike incremental improvement methods, BPR is designed for radical transformation.

b. Objectives of BPR

The core goal of BPR is to enhance organizational competitiveness by:

- Reducing process cycle times
- Lowering operational costs
- Improving product/service quality
- Enhancing customer satisfaction

c. Characteristics of BPR

As identified by Lowenthal (1994) and Dawe (1996), BPR is characterized by:

- Focus on processes rather than tasks
- Empowerment of employees
- Heavy reliance on technology
- Re-design from the customer’s perspective

d. Study Variables

Dependent Variable:

- **Performance Achievement** — measured in terms of cost savings, quality improvement, time efficiency, and customer satisfaction.

Independent Variables:

1. Existence of a written pilot test plan
2. Workforce training and job role redefinition
3. Change management planning
4. Communication strategies and clarity
5. Motivation to accept new responsibilities
6. Performance monitoring practices

7. Evaluation of results
8. Role of Information Technology (IT)

2. Summary and Analysis of Previous Studies

a. Supportive of BPR's Impact

- **Hammer (1996):** Found that BPR led to measurable improvements in productivity and quality.
- **Eke & Achilike (2014):** Recommended BPR for startups and rigid organizations to enhance flexibility and responsiveness.
- **Lok et al. (2005):** Linked BPR implementation to operational improvement through performance metrics like output, outcome, and efficiency.

b. Highlighting Implementation Challenges

- **Al-Mashari et al. (2001):** Reported that many BPR efforts failed due to poor planning, lack of management support, and employee resistance.
- **Joshi & Dangwal (2012):** Emphasized that technical success alone isn't enough — human and cultural readiness are equally important.
- **Gunasekaran & Kobu (2002):** Pointed out that many reengineering projects lacked structured alignment between redesign efforts and strategic business goals.

c. Regional and International Perspectives

- **Albizu & Olazaran (2006):** Compared BPR implementation in European organizations and noted variations in cultural adaptability and process modeling.
- **Bokhari & Qureshi (2016):** Developed a framework specific to Saudi Arabia focusing on customer orientation, training, and risk mitigation.
- **Jarrar & Aspinwall (1999):** Noted that in developing countries, BPR remains a misunderstood concept and implementation often lacks benchmarking against successful models.

3. Comparative Table of Key Studies

Authors	Methodology	Main Focus	Key Findings	Strengths	Limitations
Hammer & Champy (1993)	Theoretical	Define BPR & its purpose	Radical redesign for breakthrough results	Introduced core BPR concept	No practical case studies
Al-Mashari et al. (2001)	Survey-based	Implementation issues	Poor execution leads to failure	Empirical analysis	Lacks sector-specific focus
Lok et al. (2005)	Experimental	Performance measurement	Metrics drive continuous improvement	Measurable model	Ignores culture/HR factors
Bokhari & Qureshi (2016)	Case study (Saudi Arabia)	Local adaptation of BPR	Focused on employee training, customer service	Culturally relevant	Focused only on public sector

4. Research Gap

While many studies have explored BPR implementation globally, there remains **a clear lack of empirical research focused on the private sector in Saudi Arabia**, especially in terms of how various technical and human factors interact during the implementation process. Most existing studies treat performance measurement, IT integration, and organizational change as isolated elements.

This study aims to fill that gap by:

- Exploring the combined influence of performance metrics, training, and IT on BPR outcomes
- Investigating implementation challenges across various industries in the Saudi private sector
- Providing practical, contextual recommendations for successful BPR planning and execution

المنهجية وطرق البحث:

METHODOLOGY

This chapter outlines the research methodology adopted in this study, including the scientific approach, data types, instruments, hypothesis structure, and statistical analysis tools. The goal is to ensure a structured, valid, and academically sound approach to examining the impact of Business Process Reengineering (BPR) implementation on organizational performance in Saudi private sector organizations.

1. Research Methodological Approach

The study follows the descriptive-analytical method, which is suitable for examining current conditions and analyzing relationships between variables. This approach allows the researcher to describe the practices and challenges of BPR implementation, and then analyze the statistical significance of the relationships between BPR-related factors (independent variables) and performance outcomes (dependent variable).

2. Types of Data

The research is based on both primary and secondary data sources:

- Primary data: Collected directly from employees and managers through a structured questionnaire, focusing on their experience with BPR initiatives.
- Secondary data: Obtained from academic books, journal articles, research papers, and online databases. These sources helped build the theoretical framework and informed the design of the questionnaire.

3. Study Population and Sampling Method

The study population includes employees working in various private sector organizations in the Eastern Region of Saudi Arabia, specifically those who have been involved in or exposed to BPR initiatives.

A non-probability purposive sampling technique is used, selecting individuals based on their relevance to the research topic. The target group includes decision-makers, operational staff, and project team members familiar with BPR implementation.

4. Research Instrument

The researcher developed a structured, close-ended questionnaire based on a 5-point Likert scale (ranging from Strongly Disagree to Strongly Agree). The questionnaire is designed to measure variables such as:

- Availability of pilot test planning
- Change management readiness
- Communication strategies

- Employee training and motivation
- Use of IT in process reengineering
- Performance outcomes after BPR implementation

The questionnaire was distributed electronically using email and messaging apps. Before distribution, the instrument was reviewed by academic experts to ensure validity and alignment with the study objectives.

5. Research Hypotheses

In line with the study's objectives and research questions, the following main hypothesis and sub-hypotheses are formulated using proper academic structure:

Main Hypothesis (H_0):

There is no statistically significant relationship between BPR implementation and the achievement of performance goals in Saudi private sector organizations.

From this, the following sub-hypotheses emerge:

- **H₀₁:** There is no statistically significant relationship between the existence of a written pilot plan and performance achievement.
- **H₀₂:** There is no statistically significant relationship between employee training/redefined job roles and performance achievement.
- **H₀₃:** There is no statistically significant relationship between the presence of a communication plan and performance achievement.
- **H₀₄:** There is no statistically significant relationship between change management readiness and performance achievement.
- **H₀₅:** There is no statistically significant relationship between the use of IT and performance achievement.
- **H₀₆:** There is no statistically significant relationship between performance monitoring practices and overall organizational performance.

These hypotheses are tested against the collected data to determine if BPR-related practices significantly impact performance outcomes.

6. Statistical Tools and Analysis Software

The statistical analysis will be conducted using IBM SPSS Statistics software (version 25 or above). The analysis will include:

- Descriptive statistics (frequencies, means, standard deviations) to summarize data
- Reliability testing (e.g., Cronbach's alpha) to assess the internal consistency of the questionnaire
- Pearson correlation coefficients to test the strength and direction of relationships between variables
- T-tests and ANOVA to explore differences between groups (if applicable)
- Linear regression analysis to assess the predictive relationship between independent variables and the dependent variable (performance achievement)

7. Ethical Considerations

The study adheres to strict ethical standards. Participants were informed of the research purpose, their responses were kept anonymous, and participation was entirely voluntary. No identifying information was collected, and data were securely stored and used solely for academic purposes.

STRATEGY OF REVIEWING LITERATURE

The researcher started conducting a systematic literature review in a way that literature review plan was prepared then used to support and substantiate the results of the research conducted. The researcher wanted to minimize the bias through consisting of literature review plan of selected strategy research, select criteria, criteria quality assessment, extraction of data, and composition of data strategy. With the setup of general objectives, the researcher reviewed research literature to have a detail understanding of theoretical background of the practice of RBP implementation with the aim of finding answers of the following questions:

- Does organizations follow a comprehensive RBP implementation plan?

- Does organizations address management change issues?
- Does the new process achieved the required results?
- What are the factors associated with achieving the performance goals?
- What is the IT role in the success of RBP project?
- What causes RBP project's to fail?
- Is there a relationship between achievement of performance and different variables?

STRATEGY OF THE SEARCH

Effective searcher must determine different key words associated with the topic. The researcher had a good idea of lists the words required to attempt to search. Specifications of these words must relate with the topic or to questions asked that needs answers. Following are the different keywords used in the search: RBP, reengineering, change, implementation, comprehensive, pilot test, performance measurement, management change, success/failure factors, monitoring performance, team work, redefining job, and IT. However, the researcher added some relevant terms to main keywords as follow: RBP (Reengineering Business Process), implementation of RBP, effective project team work, use of pilot test in RBP, effective performance measurement in RBP implementation, management change at RBP implementation, successful factors of RBP implementation, motivation toward change, role of IT in RBP implementation.

Furthermore, the researcher used the variables discussed in the research (Dependent and Independent) to search on the related topic and answer research questions as follow:

Dependent Variable:

- Achievement of performance goals

Independent Variables:

- The availability of written plan of pilot test of RBP

- Training workforce & redefining job position
- Management Change plan
- Existence of effective communication plan
- Motivation to accept new roles and responsibilities
- Monitoring performance (Results)
- Evaluating RBP through pilot test
- Usage of Information Technology (IT)

Finding Resources

The researcher attempted to search electronic sources related to RBP subjects on the following webs:

- Different Digital Library
- Saudi Electronic University Library
- Google search engine
- Local library book store
- Oxford university press

Criteria Selection

Criteria selection study often used to explore the relevant research papers for the scope of study. All the research papers were collected based on title, abstract, introduction, and conclusion that mostly matched with the scope of the study and answer research questions. The method used to inclusion of the research papers are according to Tollgate method, where research papers were selected using keywords, synonyms, and revising the above mentioned words. However, the method consist of stages which throughout identifies the included criteria as shown in the Table 1.

Table 1

Stage	Included Criteria
Title & Abstract	The search string used the following words: • The availability of written plan of pilot test of RBP • Training workforce & redefining job position • Management Change plan • Existence of effective communication plan • Motivation to accept new roles and responsibilities • Monitoring performance (Results) • Evaluating RBP through pilot test • Usage of Information Technology (IT)
Introduction & Conclusion	Focus on the concept of RBP implementation, the role of IT in success of RBP implementation (A background on the research scope).
Body of the text	The focus was on success and failure factor of RBP implementation, the effect of IT on RBP implementation, and different surveys researches.

However, different research paper were excluded because it was out of scope and does not have any relevant to research question. Other papers were excluded because the approaches and methodological work was not helpful to research topics.

Extracting Data Strategy

The researcher mainly used Microsoft word to collect data from several survey researchers which is relevant to RBP implementation. All the data extracted will be used to address research questions and synthesis data. Also, data which were supporting the objectives of this

research regardless of its methodology but relevant to factors (success/failure) of RBP implementation and IT usage and has validity were used in the literature review and analyzed according to different viewpoints. The main factors were analyzed to substantiate the finding of this research, factors such as the availability of written plan of pilot test of RBP, training workforce & redefining job position, management Change plan, existence of effective communication plan, motivation to accept new roles and responsibilities, monitoring performance (Results), evaluating RBP through pilot test, and usage of Information Technology (IT).

أدوات الدراسة :

Study Tools:

To collect the necessary data for this research, the primary instrument used is a structured questionnaire. This tool is widely recognized in descriptive-analytical studies for its efficiency in gathering standardized information from a large number of respondents (Cooper & Schindler, 2014). While other tools such as interviews and observation are valid in scientific research, the nature of this study—focused on evaluating the relationship between BPR implementation and performance—necessitated the use of a quantitative tool that ensures uniformity and comparability of responses.

The questionnaire was designed and developed by the researcher to serve as the main data collection instrument. It is a close-ended questionnaire, composed of multiple-choice items, checklists, and rating scales based on the 5-point Likert scale (ranging from Strongly Disagree to Strongly Agree). This design limits participant responses to predefined options, ensuring clarity in data analysis and reducing subjectivity.

The questionnaire aims to measure the key variables in the study, including:

- The existence of a BPR pilot test plan
- Change management efforts
- Communication strategies
- IT integration

- Staff training and motivation
- Monitoring and performance evaluation practices

The questions were grouped thematically to correspond with the independent variables discussed in the literature. These sections collectively aim to evaluate the practical steps taken by organizations during the implementation of BPR and their relation to performance outcomes.

The questionnaire was distributed electronically via a survey platform (Freeonlinesurvey.com), and links were shared with participants through email and social media platforms such as WhatsApp and Facebook. This distribution method was chosen to maximize reach and encourage participation from diverse organizations.

To ensure the validity and reliability of the tool, the questionnaire was reviewed by academic professionals and tested in a pilot phase before full deployment. Adjustments were made to refine question clarity, alignment with study variables, and logical flow.

In conclusion, the questionnaire serves as the central research tool in this study, supporting the collection of primary data required to test the research hypotheses and fulfill the study objectives.

حدود الدراسة :

Fields of Study:

This study is limited in scope and subject to certain constraints related to the population, sampling process, and available resources.

The study population consists of employees and managers working in private sector organizations within the Eastern Region of the Kingdom of Saudi Arabia. These individuals were targeted based on their direct or indirect involvement in Business Process Reengineering (BPR) initiatives or organizational change efforts.

A purposive (non-probability) sampling method was employed to select respondents who are expected to have relevant knowledge and experience with BPR implementation. The

researcher selected this sampling approach to ensure the inclusion of individuals who are actively engaged in or have witnessed BPR activities.

The sample size for this study is (e.g., 120 respondents), which was determined based on accessibility, relevance, and time constraints. The data was collected through online distribution of structured questionnaires via digital channels.

This research is limited to examining the challenges and outcomes related to BPR implementation and does not extend to studying the full design and development of new processes from scratch. Furthermore, the assessment focuses specifically on private sector organizations and does not include public institutions or government bodies.

In addition, due to limited time, logistical resources, and participant availability, the research does not include site visits or longitudinal tracking of BPR outcomes. There is also the possibility that some respondents may not have fully completed the questionnaire or may have misunderstood certain items, which could affect the completeness and accuracy of the data.

Accordingly, the findings of this research may not be fully generalizable to all Saudi organizations but provide valuable insights specific to the sampled private sector entities in the Eastern Region.

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