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**Evaluating Reengineering Business Process Implementation Issues with
Special Reference of Saudi Organizations**

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INTRODUCTION

Recent organizations started facing issues related to their organizational design approach, these problems are not about task problems but moreover process problems. The reason behind why organizations are delivering slow results related to their individual tasks is not because their slow performance or inefficiently but because processing a certain task is holdup in some stages from achieving the requested results. According to Hammer (2001) delays in achieving a task accrues when it's carried out from more than one person to another.

When tasks are operated in fixed way that does not make organization inflexible, lack of understanding of how each individual tasks are integrated to achieve results is what makes organizations inflexible, where absolute understanding how results are created and achieved is very important for organization success. Organizations were focused on tasks problems for decades instead of looking into process problems (Hammer, 1996).

As the technology gets grow extremely fast, customers' demands are becoming more sophisticated; and getting more aware of their own needs which causes a high pressure on service providers to satisfy customers' needs. Therefore, many organizations are adopting different strategies to gain competitive advantage over others in delivering services with low cost and short time span.

Reengineering Business Process (RBP) is adopted by some organizations in Saudi Arabia to help in redesigning how their tasks are carried out in order to improve customer service, reduce operational costs, and become responsive. Hammer and Champy defines RBP as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvement in critical, contemporary measures of performance" (Hammer and Champy, 1993). RBP is

about radical transformation rather than incremental change which allows to address the fundamental question before adopting RBP "Is there a compelling business case for implementing RBP?"

To achieve the competitive advantage of an organization in a marketplace, a critical reengineering of core business process is required to generate a breakthrough improvement in the organization's performance. RBP involves everybody from the top management to the grassroots-level employees and its operations covers the entire organization's divisions. RBP project management must be assigned effectively in order to ensure that the project is properly executed and heading towards its objectives within the schedule constraints and budgets.

Vendors, customers, and other service providers should be considered as input in the RBP project. Also, stakeholder management has a critical role and effect on the success of RBP projects. Moreover, each phase of the RBP project needs variations of the standard project management methodology to achieve the optimum results.

However, the concept RBP emerged from observing of successful practices of many organizations. Looking into others mistakes, results and their own approach to RBP is vital and important to avoid least mistakes. Despite the rapid growth of the RBP concept, many organizations did not achieve the desire results they seek. Most failures due to either inefficient implementation of RBP or gain its benefit rather than thinking how change will assist organization's success. Therefore, many organizations use assessment of RBP implementation to avoid any failure on all phases of the project.

When it comes to implantation of RBP project it is very difficult to transfer ideas into actions, and overcome the organizations' natural resistance to change (Alter,

1994). However, organizations who implemented RBP projects successfully shown an increasing in production line by reducing process time and cost, focusing on customer satisfaction, and better quality. The success/failure factors must be checked on the implementation process such as setting full implementation plan, discuss change management issues, and apply measurement of desired results to ensure successful implementation of the RBP project, as well as to avoid implementation failure.

Many researchers argued about the critical success factors of implementing RBP projects whether on technical or human aspects, one way to find out is through learning and changing in RBP. Pitfalls and many challenges were reported in the case studies which was underestimated or not tackled, yet different culture contexts and organizational environments will hold different reengineering projects. Therefore, the only reliable source of information will be the presented case study.

This study investigates different activities performed to transfer current business process of an organization to new process and management, and evaluate the effect of implementing a successful RBP on organizations' performance. Furthermore, this research analyzes the strengths, weaknesses, and gaps in implementing RBP in the context of Saudi organizations. The focus on stages of reengineering business process of an organization and success factors is to increase efficiency and organizations' performance.

STATEMENT OF THE PROBLEM

Saudi organizations embarked the RBP projects as a foundation to support performance management system and fulfill public services. Where these organizations striving to apply the best practices of corporate organizations; however, some of the practices or features where creating constrains for organizations' in establishing efforts. Some researchers have studied RBP principles and how organizations did approached this process. While few researchers attempt to investigate the issues related to RBP implementations (Al Mashari, Irani & Zairi, 2001). Factors associated with RBP implementations are highlighted by few survey researchers were also discovered the issues surrounding RBP implementations. According to Al-Mashari (2001) RBP can help organizations to achieve a higher performance and productivity.

The focus was mostly on how firms approached the RBP in terms of understanding and visualizing the system, noting the best practices, and creating a new system for organizations. Also, researchers attempt to assess the reasons behind organizations' decisions to implement RBP, develop new process, the importance of organization to be involved in reengaging process, and how RBP are managed appropriately. However, researchers must now focus on the issues related to RBP implementations and seek for factors that can lead to successful implementation of RBP.

Joshi and Dangwal (2012) saw implementation efforts as a critical success factors of RBP projects. However, this research work will present the activities that many Saudi organizations should pursue in their reengineering process to ensure a smooth transition to new process; manage the issues of human and technical

aspects that surrounds implementation process. Furthermore, Zairi and Sinclair (1995) discussed the importance of RBP implementations assessment and it must include the issues related to performance monitoring which also helps to have a smooth transition to the new system.

It is very difficult for organizations to know how new process are effecting the organization's performance and achieving the desired results (in terms of actions to complaints, arrangements of offices, quality of service or product, timeliness, cost, price, customers' satisfaction, etc.) unless a measurement of performance where applied. Effective performance measurement includes three measurements outcome, output, and efficiency. Where outcome measures evaluate whether the process achieved the required results, output measures examine the delivered product or service by the process, and efficiency measures assess variable factors such as cost and time took the process to deliver the output and into customers' hand. Lok, Hung, Walsh, Wang & Crawford, 2005) stated that performance measurement gives a critical feedback to continue in future improvement and success.

The purpose of the study is to explore the issues related to implementing reengineering business process projects and how these problems has an on effect RBP project from success. To this end, the goals of the research are:

- Present guidelines, practices, and experiences that assess the RBP projects in Saudi organizations.
- Identify the successful factors of implementing RBP projects.
- How Information Technology (IT) emerged and influenced on success of RBP implementation.

- Assess the practitioners and trainers of Saudi organizations to ease the familiarization to perform RBP implementations strategies and theoretical foundations.

أهمية الدراسة:

SIGNIFICANCE OF THE STUDY

This study helps organizations' managers to think differently about the success of RBP, and focus on issues related to its implementation and revise the queue approach to new process. Also, it is to approach the higher education institutions to support and guide the country to successful change by undergoing excessive research studies on the above goals.

أهداف الدراسة:

OBJECTIVES OF THE STUDY

General objectives as follow:

- Underline different kinds of activities that Saudi organizations should tackle in in order to achieve a smooth transformation of exist business process to new business process, present guidelines in how to implement a successful RBP project.
- Discuss the role of IT has on RBP implementation projects in Saudi organizations.
- Present clarification to RBP probationers and trainers of the theoretical and strategies of implementing RBP projects.
- The level of significance of the relationship between achievement of performance and different variables.

While the specific objectives of this study are:

- Evaluate the availability of pilot test plan of RBP project.
- Does or does not organizations' addresses management issues during the RBP implementation (In depth investigation).
- To what extend does the organizations' new business process achieves the required results according to its driving factors.
- Investigate the importance of training and redefining job position on RBP success.
- Identify the effect of communication plan on RBP implementation.
- Wither RBP project promote motivation to accept new roles and responsibilities, and performs new monitoring system according to the new business process.
- Identify the effect of IT has on achieving organizations' goals through RBP implementation projects.

تساؤلات الدراسة

RESEARCH QUESTIONS

With the above objectives, this paper will address RBP implementation practices and related issues by exploring 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?

ASSUMPTIONS

The study assumed that participants' gender will not have a significant effect on results and findings. It is also assumed that all participants will answer questionnaire honestly and to their job level abilities. Furthermore, it assumed that all participated members in the questionnaire where involved in RBP projects or at least witnessed a management change process.

REVIEW OF P LITERATURE

In this chapter, the researcher will present an overview of related researches on issues associated with reengineering business process implementation and results which have a significant bearings on different variables discussed in the research. The related literature will focus on several aspects that will assist the researcher in the development of the study. The literature review will cover the period of 1990s to 2016, which discusses the RBP implementation, management change, and different factors that effects RBP implementation using a questionnaire method as a research methodology. The literature review conducted in this research is from book, articles, journals, electronic materials such as PDF, and popular business magazines. The following literature review starts with a discussion on RBP theory, then followed by headings: RBP implementation plan, Management change, Communication plan and strategies, Motivation toward accepting new roles and responsibilities, Performance measurement, and last Information technology (IT) usage.

The purpose of literature review is to survey previous studies on issues and problems related to RBP implementation that effects on success and failure of RBP

projects, and in order to be able to scope out the required data collection for researcher's primary research. However, the literature review were conducted to minimize researcher's bias to certain conclusion and to discuss others views and point out to different aspects of other researchers.

RBP Theory and Definition

Hammer and Champy defines RBP as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvement in critical, contemporary measures of performance" (Hammer and Champy, 1993). According to Hammer (1996) RBP has assist many organizations in achieving effective costs and high performance from variety factors such as quality, customer satisfaction, and delivery time. RBP is a tool that became a popular in dealing with business change and helped organization in achieving environment. The main goal or objective of RBP is to improve organizations' competitiveness through cost reduction, or quality improvemetov, 2016).

Eke and Achilike (2014) stated that organizations who are changing fast needs to switch to a flexible and effective business style, and it is an effective tool for those organizations that are startup and slow in their process, where RBP is an approach to show organizations how things can be done in a better way that can be clearer and easier to impact the performance, speed, quality, cost, and customer service. Similarly Lok, Hung, Walsh, Wang and Crawford (2005) found that RBP is an approach to organization's measurement and review of end-to-end processes with the objective of achieving operational improvements.

While in Europe the assumption that RBP will help the organizations to improve its efficiency and results triggered to implementation of RBP in the mid- 1990s, which

resulted in discovering different implementation models and configuration (Albizu & Olazaran, 2006). Furthermore, Albizu and Alizarin study on the effect of implementing RBP on different organization resulted in dramatic improvement in cost-reduction, increase productivity, and indication of higher performance.

Zigiaris (2000) listed different keys form of RBP that are very important for organization to focus on which will help in achieving the desired outcome and needs, these components are redesign, retooling, and orchestrating, which should be the ambitious outcome any organization looking for. In Saudi Arabia many organizations has visualized new visions that requires a radical transformation on business process, Bokhari and Qureshi (2016) provided a framework for how to change the business process using the RBP tool and achieve a successful transformation, where the proposed solution minimized the level of failure, oriented-customer services, and share information and expertise within different organization. In the contract Jarrar and Aspinwall in their report of Business process re-engineering: Learning from organizational experience, they stated that RBP is still a new concept and it is very difficult to implement, where learning from others work and world organization experience will help successfully in approaching RBP (Jarrar & Aspinwall, 1999).

Other researchers concluded that RBP depends on linking organizations' production and services procedures to business goals and objectives, however, a small amount of formula support it, and most of the tasks are carried informally which make individual design decisions difficult to relate to business goals (Gunasekaran& Kobu, 2002). For successful implementation of RBP the implementation team must work effectively in order to achieve a smooth transition to the new process including human and technical issues management that may assess the RBP results

(Lowenthal, 1994). Lowenthal also referred to how important performance measurement and constant feedback for process improvement once it is functioning. Managing change is essential for successful RBP implementation projects.

المنطلقات النظرية للدراسة:

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المنهجية وطرق البحث:

METHODOLOGY

In this chapter, we will discuss specific steps the researcher used in the literature review related to the problem under study and how resources were collected. Then, the researcher discusses population and the process used to utilize the selected sample in the research study. Next, the researcher describes the procedures used in developing an instrument in order to gather data from the selected population/sample. Lastly, the researcher describes how data were collected, timeline needed in collecting data, how these data were analyzed, the different variables measurements, and ethical concerns that were applied.

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 :

Instrumentation

According to Cooper and Schindler (2014) research instruments are strategies used to find facts and tools for collecting data using questionnaires, interviews, reading, and observation. However, effective research instrument must be reliable and valid in order to deliver a solid facts to any study, and it should be checked and examined prior projecting the instrument to see to which extend does the instrument deliver the required results (Cooper & Schindler, 2014).

To develop an effective questionnaire instrument one should depend on the formulation and administration of the questions, delivering questions, and the method of collecting the responds. However, the participants are not obligate to answer the questionnaire, therefore, influence must be made in order to push the

participants to deliver an accurate answers to the questions presented.

Furthermore, the researcher developed a structured questionnaire (see Appendix I) which is basically closed form, where the researcher has controls on the answers. The questionnaire is based on multiple choice options with a short answer is (agree, disagree, and not sure), checklist, and rating questions. Therefore, the participants' choices are limited to only options provided.

The researcher developed the questionnaire to get the help required to evaluate the implantation process of RBP and its results. Most of the questions was raised related to activities that the organizations applied in order to transfer the current business process to the new business process; the management of human and technical problems associated with implementation of the RBP project; and how did the organization evaluated the results of RBP project. The questionnaire were addressed personally by designing an online questionnaire using survey website "Freeonlinesurvey.com" and sent to participants via e-mail and using social media program such as whatsapp,facebook, etc...

حدود الدراسة :

LIMITATIONS

The study is limited to explore the issues related to RBP implementation and the outcome of redesigning process. Initiatives of RBP or how new processes were developed are not included in the assessment of the organization and delimited within the contexts of general Saudi organizations. And due to limited time and resources the research will not cover the RBP projects implementation process in this study. Furthermore, due to failure of sample respondents to fill-up the

questionnaire the results might not be accurately reflect all members of the population that are included in the opinions.

Delimitations

The population involved in the research study focused only on members located in Eastern Region of Saudi Arabia due to the large number of potential participants. And to assure manageable data collection, survey questionnaire instrument were applied with multiple-choice (Agree, Disagree, and Not sure), checklist, and rating questions, and avoided open-ended response items.

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