FACTORS INFLUENCING BUSINESS PROCESS REENGINEERING AT KENYA AIRWAYS

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DECLARATION

This research project is my original work and has not been submitted for examination in any other university or institution of higher learning.

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This research project has been submitted for examination with my approval as the University

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DEDICATION

I dedicate this research to my family members for their tremendous support and a source of encouragement this far.

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My gratitude goes to God most high for his grace and enablement throughout the duration of this programme through to the completion of this research. To my supervisor Dr. Jeremiah Kagwe of School of business in University of Nairobi, I say thank you for your prompt response, guidance and criticisms which have added value to this work in the long run. Finally, to all who have been of help in diverse ways, time and space may not allow me to enumerate your contributions to this success story. Your contributions are all appreciated.

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ABBREVIATIONS AND ACRONYMS

BAT	Business Action Theory
BPM	Business Process Management
BPR	Business Process Reengineering
BPRCCs	Business Process Reengineering Complementary Competencies Post
EAA	East African Airways Corporation
ERP	Enterprise Resource Planning
ICT	Information Communication Technology
ICT	Information Communication Technology
ISO	International Organization for Standardization
ISO	About 762,000,000 results (0.36 seconds)
IT	Information Technology
KLM	Koninklijke Luchtvaart Maatschappij
KQ	Kenya Airways
KRA	Kenya Revenue Authority
MSs	Standardized Management Systems
RBV	Resource Based View

ABSTRACT

In today's dynamic, extremely competitive and increasingly shifting market, to survive and operate competitively, it is expected for organizations let go surrender outdated ways of conducting businesses and improve to shifts in their surroundings. Technology especially Information Communication Technology (ICT) constitutes various aspects including information system, hard ware and communication technology that offer persons necessary pieces of information (Attaran, 2003). Chogo (2013) identified technology, organizational culture, organizational structure, management systems and processes as the factors that influence the business process reengineering. The goal of this study was to investigate the extent to which these factors influence business process engineering at Kenya Airways (KQ). Kenya Airways, a National Carrier that was at some point recognized as the most profitable airline in Africa and the champion of the "Most Respected Company in East Africa," has experienced perhaps the powerful headwinds after its privatization in 1995. The motivation for this study was the fact that for the last three years since 2013, Kenya Airways has been reporting massive losses. The study utilized a case study design. The target population for the research comprised of senior managers working in Strategy and Performance Management department at Kenya Airways, Human resources Department and information communication technology department. The study used purposive sampling technique. The study gathered both primary and secondary information. Semi- structured interviews were employed in collecting primary data while secondary data was obtained from a systematic review of literature of from relevant sources including publications and reports on the Kenya Airways. From the discussion of the summary findings, the study concludes that; integration of various ICT technologies is a vital aspect of ICT influencing Business process reengineering; that there exist a significant linear link between Information Communication Technology and Business process Reengineering; that customer interface is a very important factor influencing Business process Reengineering. Finally, the study recommends avoidance of modifying an organization's structure to accomplish a given strategic goal because this can really intensify problems as opposed to aiding in resolving the problems. The failure in the acknowledgement of the significance of company structure on the productivity of enterprises will result in dangerous predisposition in determining of the costs and full profitability. Companies thus need to assess critically own systems aiming for the betterment of internal and external performance.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

In the contemporary dynamic, extremely competitive and increasingly shifting market, to survive and function competitively, it is expected for organizations let go surrender obsolete ways of conducting trade and improve to shifts in their surroundings. In recent years, Business Process Reengineering (BPR) has increasingly become a widespread change management model that has caught the eye of practitioners and scholars and has also become an ordinary feature across organizations (Fliedner & Vokurka, 1997; Raymond, Bergeron & Rivard, 1998). Hammer and Champy (1993) defines BPR as the basic reconsidering and radical overhaul of business procedures to accomplish remarkable improvements in crucial, modern estimates of performance, for example, price, service, quality, and swiftness. BPR advocates that firms retreat to the essentials and re-evaluate their very origin. It does not support little changes. Or possibly it goes for cumulative reexamination.

Several theories have in the past tried to explain the BPR concept. One of them is Handy (1990) cited in Bogdănoiu (n.d), asserts that the hypothesis of discontinuous deduction is fundamental to the BPR procedure, rather than the continual (incremental) thinking that is to a great extent got from scientific thinking. This continuous speculation is the cornerstone to a considerable lot of the quality management strategies. In spite of the fact that the standards of BPR and the quality administration procedures vary, quality projects and reengineering share various basic topics (Beckford, 1998). They both begin with the necessities of the procedure client and work in reverse from that point. Another hypothesis is the techno-driven hypothesis that has its underlying foundations in the rationale of innovative determinism and stresses the part of IT in deciding the procedure and result of BPR overhaul and usage. Markus and Robey (1988) expressed that data innovation is viewed as a free drive deciding parts of an association at various levels of investigation.

Linden (1994) claimed that all firms, both service provision or production, are fighting to attain the difficult and fresh competitive measures of the 1900s swiftness, quality,

effectiveness and augmented output to be highly competitive, and supple to accomplish the required benchmark. One such company is the Kenya Airways, which are the flagship Airline for Kenya. Kenya Airways formerly applauded most gainful airline in Africa and champion of the "Most Respected Company in East Africa" has been encountering possibly the toughest headwinds ever since it was privatized in 1995 to its recent years. Since 2013, Kenya Airways have been reporting losses in billions. For instance Kenya Airways reported a Kshs.7.86 billion loss in 2013, in the preceding year 2014, the company went further to report a Kshs. 3.38 billion loss in 2014, and worse still the company reported a Kshs. 27.7 billion loss in 2015. As if that was not enough the company has reported a Kshs 26.2 billion net loss in its 2016 financial year (www.kenya-airways .com).

Therefore, to create a spectacular improvement in effectiveness, output, or profitability, a radical change in the plan of the company's procedures is needed in Kenya Airways. This study contemplates that Business process engineering can drive Kenya airways back to its profitable position.

1.1.1 The Concept of Business Process Reengineering

The idea of reengineering can be traced from administration theories created at the beginning of the nineteenth century. The motivation behind reengineering is centred on making every one of the procedures the exceptional. Taylor (1910) recommended that supervisors could find the best procedure of carrying out tasks and reengineering complements the classical view, which posited that there exist a single efficient strategy to perform duties. During Taylor's era, innovation did not permit expansive organizations to outline practices in a cross-practical or -dimensional way. Specialism was the best-in-class strategy to enhance effectiveness given the innovation circumstance around then. The BPR is regarded as the basic re-examining and theatrical update of business approaches to attain sensational changes in basic fashionable measures of performance, for example, cost, quality, service, and speed (Hammer and Champy, 1993). In spite of the fact that Hammer and Champy (1993) decreed that conventional organizational culture is old, classical thoughts, e.g., dividing work have had a continuing force and appropriateness that reengineering has fallen short in illustration to illustrate. BPR is not

sufficient in qualifying to be a scientific hypothesis because in addition to other things, it is not duplicable and it is restricted in scope (Weicher, Chu, Lin, Le, & Yu, 2005).

At present organizational development is a continual progression but the pace of progress has enlarged significantly. This implies that competitive marketplace companies will improve its competitive advantage in its operation in the event that it viably plans and executes BPR preferred processes. Davenport (1993) a renowned BPR academician underscored the terminology process innovation, in his explanation and he explained it as constitutes visualizing of newer work frameworks, the actual process scheme activity, and the execution of change in all its sophisticated mechanical, human, and organizational measurements. BPR guaranteed a novel way to deal with organizational shift, and was portrayed by its creators as a principal rethinking and drastic overhaul of corporate procedures to accomplish spectacular advancements in basic tools of evaluating of performance, for example, price, value, service and speed. The procedure linked with examining an organization's core procedures and mending them in a highly productive manner and in a manner that rode roughshod over since quite a prolonged (yet much of the time immaterial) practical differences. Functional silos/storehouses were regularly defensive of content, for example, and of their own position in the plan of things. Best-case scenario, this was wasteful. Cutting the storehouses into their diverse procedures and re-uniting them in a less vertical manner uncovered abundant fat and constrained enterprises to evaluate better approaches to rationalize themselves.

BPR's inventors Hammer and Champy (1993) insisted that rebuilding had a more extensive importance than mere procedures. It relates to all unites of a company, and it had a lofty reason. "I think this is the work of angels," said Hammer in one of his more whimsical minutes. "In the world where so many people are so deprived, it's a sin to be so inefficient," he included. Numerous rivals, nevertheless, saw re-engineering as an arrival to the unthinking thoughts of Taylor (1910). Others considered it to be a shallow scholarly defense for cutting back, a procedure of reduction that was being constrained on numerous organizations by improvements in it. Some of the deficiencies of the thought that the makers recognized, was that re-engineering got to be something that managers were just excessively upbeat, to inflict on others however not on themselves. Champy

(1994) assumed that if manager's work and methods are left generally in place, managers will inevitably weaken the strong structure of their revamped organizations (Champy, 1994).

Some prominent corporations executed BPR with extensive accomplishment. Hallmark, for example, a card organization, totally re-engineered its new-item method and Kodak's re-building of its black-and-white film producing process slice the company's reaction time to fresh requests by half. The thought was given a support by the improvement of enterprise resource planning (ERP). ERP frameworks empowered an association's diverse operations to converse with each other automatically. Finally, the left and rights hands of the association comprehended what each other was doing.

1.1.2 Factors Affecting Business Process Reengineering

Technology informs of Information Communication Technology (ICT) covers the regions of information system, hardware, and communication innovation, which inform people by providing them with necessary data (Attaran, 2003). These add efficiency to accomplishing company incorporated achievement variables by bringing together human, corporations, and organizations (Grant 2002). ICT is a basic segment and also an ordinary alliance of business process reengineering that involve a continual and imperative responsibility in trades (Attaran, 2003). Numerous authors have portrayed that productive utilization of ICT is viable in enforcing an effective BPR and also technique implementation.

Johnson, Whittington and Scholes (2011) characterize institutional culture as essential conjunctures and convictions that are common among individuals from an association. Sackmann (2001) caught the complicated quality of social impacts by delineating the distinctive stages of culture which impact culture within the company. These range crosswise over nationwide, local, industry and firm level cultures, and are converged by the sub-societies of sexual orientation, profession, ethnicity, and within the organization based on the functional domain, rank and term. Alvesson (2002) contends for a point of view he mentioned "multiple cultural configuration" that depicts company culture as blends of social expressions of various stages and types influenced by the community

level and its translation by people and associations. The impact on different types of culture (organizational, countrywide and global) on technique is quickly developing as a basic system achievement element that is getting a great deal of consideration from managers.

Organizational structure refer to the manner that a company organizes people and labor so its duty can be worked out and its goals can be realized. When a work faction is small, and eye-to-eye communication is regular, organizational structure might be superfluous, however in a sizable organization decisions must be achieved about the assigning of different tasks. Therefore, methods are formulated to dole out duties concerning several capacities. It is such decisions that determine the organizational structure (Bajgoric and Moon, 2009). The motivation behind structure is the division of labor among individuals from the organization, and the coordination of their exercises so they are coordinated towards accomplishing the objectives and goals of the organization.

Organizations welcome the significance of the inter-connections of administration rules when they utilize the standards as a framework. In the recent years, numerous organizations have executed institutionalized management systems (MSs), for example, the ones in light of ISO 14001 and ISO 9001 (Llach, Marimon and Bernardo, 2011). A few authors have contemplated the coordination of quality management systems (QMSs) enjoined to other managerial frameworks, for example, those design conduct data innovation, protection of the ecosystem or CSR, including others, so as to improve business activity (Bajgoric and Moon, 2009). Stop, Lee, Shin and Park (2010) suggest that business coordination arrangements ought to be produced and solve the burning questions about way of exploiting principles based capacities to enhance the proficiency and unwavering quality of business integration solutions advancement. Numerous advantages and efficiencies are identified with the incorporation of management systems. For example, Simon, Bernardo, Karapetrovic and Casadesus (2011) introduce improvements identified with having an integrated framework, for example, costs savings, operational advantages, better reputation, enhanced consumer loyalty and improved employee satisfaction and additionally simplicity of organization reengineering. The systems concept is a manner of reasoning on the vital surrounding.

1.1.3 The Airline Industry in Kenya

The Kenyan Aviation website (Kenya Aviation, About us) states that the Kenyan airline industry is currently dominated by the private sector. The airline sector is experiencing vivid growth thanks to growing regional and transnational trade. A large number Kenyans can pay for air transport currently unlike in the past when air travel was linked with experts and tourists. In the meantime, Nairobi as a city is transforming into an African hub for air transport with links to the other world destinations.

Kenya Airways is battling reprisals from cost cutting plan and still launching new routes, others like Gulf Air and Virgin Atlantic are quitting Nairobi noting elevated fuel costs, augmenting taxes and reduced number of passengers. Even with some airlines, getting out of the market there is still competition to Kenya's flagship airline from the likes of East Africa Safaris, Fly 540, Safari link and Astral Aviation. Worldwide, the aviation sector is encountering disorders in the wake of slowed global economic growth, declining international travel and restricted access to the capital for enlargement. To thrive, airlines across the globe have espoused indistinguishable approach by laying off staff, slashed wages, retired old aircrafts that consume more fuel and finally retreated from unprofitable routes or sought to raise more capital.

1.1.4 Kenya Airways

Kenya Airways came into existence in 1946 after the development of the East African Airways Corporation (EAA). At first, EAA was recognized for a decent name for unwavering quality service. Given the development of the EA Community, EAA enjoined a dual ownership including the Kenya, Uganda and Tanzania governments. Not long since the crumple of the EAC in 1976, East African Airways was set in liquidation. After the crumple, Kenya Airways was founded by the Kenyan government on 22nd January 1977. It began operations on 4 February 1977 after a lease of two Boeing 707–321s from the British Midland Airway. Then a year later, the organization shaped a sanction auxiliary called Kenya Flamingo Airlines, which rented airship from the parent carrier so as to work global traveler and freight administrations. In 1986, the Government of Kenya, sketching out the nation's requirement for financial advancement and development, distributed Sessional Paper Number 1. The record concentrated on the

administration sentiment that the carrier would be in an ideal situation if claimed by private interests, along these lines bringing about the main endeavor to privatize the aircraft. In 1992, the Public Enterprise Reform document was dispersed, granting Kenya Airways need between public organizations in Kenya to be sold to private investors. In 1994 the International Finance Corporation was tasked to lead and execute the privatization procedure that viably started in 1995.

British Airlines, KLM, Lufthansa, and South African Airlines, all clanged to enthusiasm for Kenya Airways. KLM was in the end granted go ahead to privatize the organization that rebuilt its obligations and finished an ace enterprise concurrence with the Dutch carrier that purchased 26% of the shares, turning into the biggest single shareholder from that point forward. The Kenya government retained a 23 percent ownership in the organization, and gave the remainder 51 percent to the general population; be that as it may, foreign shareholders could at most comprise a support of 49 percent into the carrier. Shares were drifted to people in general in March 1996, as well as the aircraft began exchanging on the Nairobi Stock Exchange. Taking after the change, the Kenya government promoted US$70,000,000, (roughly $102,467,643 in 2013), while the carrier was granted a US$15 million advance from the International Finance Corporation to modernize its fleet.

In June 2012 the organization declared the giving of shares worth Kshs. 20 billion, went for expanding funding to bolster development arranges. Taking after the designation of stock, KLM expanded their stake on ownership the organization from 26 to 26.73 percent, while the Kenyan government supported their interest into the organization from 23% to 29.8%, turning into the new significant ownership of the bearer. As of now the organization has been posting tremendous misfortunes since 2013 which the administration credits to among different elements, wild cash variances, decrease in voyagers, instability in fuel costs, and a changing product value environment. The gigantic resulting misfortunes being experienced by the Kenya Airways organization since 2012 shaped the inspiration for this study.

Delving into the future, Kenya aviation routes is chipping away at a turnaround procedure that incorporates staff right estimating, and supporting its armada through auctioning off and renting some of its surplus air ship. The organization keeps on concentrating on productive development of its system through a blend of direct get to and cooperations with different bearers. Supportable change in yield will be sought after through a mix of another income administration framework and better train. Administration will likewise put accentuation on more noteworthy profitability, costs limitations and lessening in wastage.

1.2 Research Problem

According to Hall, Rosenthal and Wade (2006), the core mandate of business process re-engineering is to aid the company in its attempt in focusing on the buildup design of a given business process. BPR intends to help firms fundamentally redesign their organizations by concentrating on the ground-up design of their business processes. Chogo (2013) identified technology, organizational culture, organizational structure, management systems and processes as the factors that influence the business process reengineering.

Several factors have been identified to contribute to these enormous losses (www.kenya-airways.com). The challenges results from the liquidity issues arising from the bungle between current liabilities and money produced from Operations which constrained Kenya Airways (KQ) to prioritize its payables, bringing about a delay in remitting of compensations as the aircraft swung to the entire short-term obligation to bridge the gap. Steering game plans and partnerships, which represented enormous misfortunes of income, especially because of absence of development of KQ flights in the African routes. The ascent of less expensive aircrafts as they wander further into Africa like Turkish Airlines, Emirates, Gulf postured maybe the best risk to KQ's inefficient model and as infiltration to KQ predominant goals expanded. The tricky HR approach and works on creating long attracted mechanical distress impeding to setting up a solid business environment in the organization and successive cancelation of flights bringing about bother and poor association with travellers, who therefore surrender utilizing the aircraft (Kenya Airways Journal, 2016).

1.3 Research Objective

The objective of this project is to determine the aspects influencing business process reengineering at Kenya Airways

1.4 Value of the Study

The results of this research project will help in establishing strategic direction for Kenya airways; this in turn will help organizations to achieve long-term benefits through growth and profitability. Furthermore, the critical review of literature will be used in the study to reveal the significance of BPR resources and implementation issues, the depth and breadth of Business Process Reengineering and post-BPR complementary competencies (BPRCCs) in which the combination of these elements will affect the result and effect of BPR in the Kenya Airways. Furthermore the results of this research will prove useful to policy makers in the Kenya airways. It will assist them in making the best policies in the industry that will facilitate industry growth. A deeper understanding of strategic factors affecting BPR tool will assist in better decisions on policies for the industry as a whole.

For organizations intending to reengineer their business processes, this study will provide valuable information for operations strategy implementation and support. The findings of this study will form a reference point for similar or related projects in the public sector, providing a road map in successful BPR implementation.

The study will also contribute to knowledge for fellow researchers and academicians. They will benefit from an in-depth case study of the factors affecting BPR in Kenya airways. Such studies can be replicated in other sectors Business process re-engineering will be invaluable to practitioners such as business executives who are trying to remain competitive in this turbulent market environment which will lead to innovative ways of doing business that help enhance your customer experience, shareholder wealth and efficiency in operations and costs.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter present evaluation of literature relevant to business process reengineering. The chapter is structured into the theoretical review and empirical assessment and conceptual framework.

2.2 Theoretical Foundation

This study will use Resource based view theory and Business Action theory (BAT) to explain the relationship between factors that influence business process reengineering.

2.2.1 Resource Based View Theory (RBV)

The RBV created as a supplement to the Industrial Organization (IO) viewpoint with Bain, 1968, and Porter (1979, 1980 & 1985) as several of its primary advocates. Resource based view hypothesis is situated in light of the compelling and effective use of every single valuable asset that the organization can summon decides its upper hand. In the resource-based view (RBV) assets are distributed heterogeneously (unevenly) inside an industry (Peteraf and Barney, 2003). Organizations consequently should know about their qualities and shortcomings, as they need to create procedures on the most proficient method to beat contenders with the given assets bundles and abilities. Moreover it is contended that a company's assets are not superbly portable crosswise over firms. Resources in the RBV and as utilized as a part of the following allude to a company's assets, capabilities, organizational approaches, company qualities, learning, data, and so on managed by a company that sanction the organization to consider and effect systems that develop its proficiency and adequacy. At the end of the day, they are the contributions to the production process.

Among others, human capital resources are of exceptional enthusiasm for this work, as they contain the training, experience, knowledge, relations of individual supervisors and employees in a firm. The same is valid for the organizational capital resource, as they consitute the casual exchange of data between an organization's sub units and with outsiders (Barney, 1991). At long last, reputation and corporate culture are two asset classifications that are of importance since they concern agreeable exercises past the

hierarchical limits. Exclusively, these eight asset classifications don't constitute a substantial vital esteem in themselves, yet successfully and proficiently conveyed, they can shape a key esteem for the firm, bringing about improvements regarding its performance.

2.2.2 Business Action Theory (BAT)

Goldkuhl introduced a theory in 1996/97 known as the Business Action (BAT), which is such endeavour to depict the nonexclusive business activity rationale. This hypothesis is established on forthcoming activity speculations (Searle, 1969 & Habermas, 1984) and corporate relations concepts (Axelsson and Easton, 1992; Normann and Ramirez, 1993; Gummesson, 1996). The correlation amongst BAT and activity workflow is carried out (Goldkuhl, 1996). Verharen (1997) conducted an examination intended to compare BAT, action workflow and DEMO, and thus he has taken after BAT as his fundamental hypothetical motivation while concentrating on trade partnership in his postulation (ibid). Such nonspecific commerce system depicts business forms as comprising of six stages. It begins with commerce essentials of client and dealer and pass through organizational correspondence (including offers, request, mediation and contract) to satisfaction (by delivery and imbursement) as well as winding up with fulfilled use or dissatisfaction and conceivable debts.

The stages are Business essentials stage, Exposure and contact search stage, Contact foundation and proposition stage, contractual stage, Fulfillment stage and Completion stage. These diverse stages were portrayed in Goldkuhl (1996) and have been further created in Goldkuhl (1997). The Business Action Theory underlines that there are sure business activities which dependably must be performed while working together, as e.g. the open activities offer, arrange, delivery guarantee, and contract. Such activities dependably must be performed in important, however in straightforward business circumstances, some of these activities can be verifiable or incorporated with different activities.

2.3 Empirical Review

Numerous empirical studies are available in literature both globally, regionally and locally based on adoption of business process reengineering. For instance in the global scene, Mohammad and Elaheh (2014) researched on the influence of BPR aspects in Iran's Organizational Agility in Ports and Maritime Organization. BPA elements are put into action by social components, interactions/correspondence, technique, project administration, tactical arrangement, information innovation, and leadership strengthening and performance administration. Surveys were created and were to marine preparing, evaluation, money related and data innovation division of Port and Maritime association. Utilizing way examination with halfway-institutionalized relapse coefficient, the consequence of the outcome uncovered that authority and empowerment factors had the most impact on organizational deftness and alternate factors.

On the regional scene, Orogbu, Onyeizugbe & Onuzulike (2015) conducted a study to find out BPRg and firm performance of chosen motor companies in Southeast of Nigeria. The findings revealed that there is positive relationship between process redesign and employee satisfaction, that work process innovation influences employee retention and that custom excise duties influence organizational success. This implies that well-structured work process activities and effective custom excise duties will enhance organizational performance. The study recommends that the automobile firms in Nigeria need a wave of plan redesign which can spread out more amenably and quickly to attain the ever shifting demands of an increasingly varied customer base.

Finally, Njonjo (2014) performed a study to determine the application of business process reengineering at Kenya Airways. The study established that Kenya Airways has a 10 year strategy that is being driven by BPR. BPR currently is both pro-active and re-active and is being implemented using two methodologies: lean six sigma and customer journey. Change management came out strongly as a factor to their success using both internal and external change agents. Suggestions made to ensure they are able to become a world class airline include being more social, mobile, and analytical and cloud. These will ensure the airline is able to achieve growth by using that best in class and tested approaches being used in developed economies.

2.4 Organizational Culture

Organizational culture is characterised by key postulations and feelings that are common amongst people from an affiliation (Johnson, Whittington & Scholes, 2011). Sackmann (2001) got the many-sided quality of social effects by illustrating the different stages of culture, which effect culture at the organizational managerial stages. The influence vary across over culture at state, regional, sector and company levels, and are merged because of the sub-social orders of sexual orientation, ethnicity, profession, and inside the firm by useful zone, administration structure and residency. The "different social setup" delineates progressive culture as mixes of social appearances of changed points and sorts affected by the community level and its comprehension by individuals and affiliations (Alvesson, 2002). To grasp hierarchical culture one in like manner needs to consider the more broad culture, which has affected feelings regarding company culture. For example, a person could debate that because of their training, reading, socialization and relationship with executives, managers tend to conviction that organizations "have" a tradition and that it is manageable as in they can modify it in a dramatic manner. The effect on various sorts of tradition (hierarchical, national and worldwide) on framework is rapidly creating as a pivotal procedure accomplishment component that is tolerating a significant measure of thought from directors.

2.5 Information Communication Technology

Information Communication Technology is a basic segment as well as a natural associate of BPR that has a consistent and critical part in organizations (Vidovic &Vuhic, 2003; Attaran, 2003). Numerous researchers have depicted that prosperous use of ICT is efficient in enforcing an effective BPR and additionally methodology implementation. Conversely, disregarding the part of ICT can bring about disappointment (Motwani, 2005; Shin & Jemella, 2002). Information Communication Technology incorporates the elements of information systems, hardware, as well as communication innovation that furnish people with the necessare data (Attaran, 2003; Al-Mashari & Zairi, 2000). These get adequacy acknowledging organizational incorporated achievement features by bringing together different parties such as human, business, and organization (Motwani 2005; Grant, 2002). For instance, "communication technology" is to initiate free

communication, share data, and make cooperative team activity (Tatsiopoulos & Panayiotou, 2000; Attaran, 2003).

2.6 Organizational Structures

Those promoting the BPR advancement keep up the administration as an overwhelming sort of association starting the late eighteenth century and to date. In order to redesign such bureaucratic affiliations, their technical parts are supplanted with other framework – the corporate strategy (Morgan, 1997). Inconceivably, that represents a restoration of the strategies associated with organizational relationships in the initial years of the twentieth century, whereas BPR focused on the change of those relationships regardless (Morgan, 1997). The above impression of affiliations can be grasped in regards to the machine moral story of Gareth Morgan (1997). If the affiliation is regarded to be an engine, then the underlying stride would focus on putting in place goals and objectives– the method. Then, a person needs to create the best approach for completing this framework by managing objectively, capably, and plainly. The result will be that humanity will remain still thus, because they are presented to the plot structure. Disregarding the way that BPR attempts to take out the never-ending formal particulars of work-breakdown frameworks – in which each and every occupation information is resolved – it is at any rate imperfect if a official corporation business handle assurance as a substitution is a bona fide change. The modified game plan of corporate methodology will possibly control the inventiveness of individuals instead of bolstering it. Ideally, this deters the association's capability to react to a vibrant area. Indeed, even under the slightest ideal conditions, this will change the association into the same moderate machine it was endeavoring to overcome regardless.

2.7 Management Systems

In the most recent couple of years, numerous organizations have executed institutionalized management systems (MSs, for example, the ones in view of ISO 14001 and ISO 9001 (the authorized and diffused institutionalized management systems (Llach, 2011; Piskar & Dolinsek, 2006; ISO, 2010). A few researchers have concentrated on the coordination of quality management systems (QMSs) alongside other administration frameworks, for example, those for IT, ecosystem managing or business social

responsibilities (CSR), including others, keeping in mind the end goal to enlarge business activities (Sa'nchez-Rodrı'guez & Martı'nez-Lorente, 2011; Bajgoric & Moon, 2009). Additionally, the effect of coordinating the environment with other management frameworks is another aspect that should be considered (Moneva & Ortas, 2010). Park (2010) recommend that business integrated systems ought to be created and address the key inquiries of how to exploit models based abilities to enhance the productivity and dependability of corporate incorporation solution (IMS) advancement. Numerous studies researching firms' inspirations for confirmation of MSs, the execution experience as well as its advantages (Masoud, 2011; Pan, 2003). Several advantages and efficiencies are identified with the mix of administration frameworks. For example, Karapetrovic & Willborn (1998b); Wassenaar & Grocott (1999); Tarı' & Molina-Azorı'n (2010); and Simon (2011) & Zeng (2011) show changes identified with having a coordinated systems, for example, costs savings, functional benefits, better external reputation, enhanced consumer loyalty and improved worker motivation and in addition simplicity of commercial reengineering. The frameworks paradigm is a state of mind concerning the tactical environment. Associations value the significance of the between relations of administration standards when they utilize the values as an organization. For instance the choices regarding staffing in commerce can contain spectacular consequences concerning the nature of work, company's retention rate and status of client service and commercial reengineering.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section of the project explicates the research methodology espoused in conducting the research. The chapter is organized in the following subtopics: research design, target population, tools for collecting data and data collection procedures, analysing and presenting data and ethical considerations.

3.2 Research Design

Research design alludes to the process the investigator follows from inception to completion of the study (Mugenda, 2008). The study used a case study technique. A Case study, as illustrated by Baxter & Jack (2008), is a framework for research that enables examination of an observable fact within its context by relying on several data sources. The case study approach establishes that the problem is not investigated in a single lens, but rather through various lenses that gives room for numerous facets of the event to be unveiled and understood. Yin (2003) stated that a case study design should be given much attention when the goal of the inquiry is to react to the "how" and "why" questions. Besides, it should be considered when it is not possible to stage-manage the conduct of the study subjects; and when a researcher need to address contextual instances since they are pertinent to the event under scrutiny; or the borders/limits are not comprehensible between the observable fact and context.

3.3 Population of the Study

The target populace for this inquiry consisted of top-level managers working in Strategy and Performance Management department at Kenya Airways, Human resources Department and information communication technology department. This is because these departments are responsible for strategy development, execution and performance management at Kenya Airways. Specifically, these will include: Strategy and Performance Management Director, human resources director and information communication technology director, human resources manager, information communication technology manager and the Strategy and Performance Management managers.

3.4 Sample Design

Sampling is comprised of the researcher selecting a representative faction that will facilitate the researcher to gather information about the populace (Mugenda & Mugenda, 2003). The target population for this study was senior managers working in Strategy and Performance Management department at Kenya airways. The study used purposive sampling technique to select Strategy and Performance Management Director, human resources Management Director, ICT director, Strategy and Performance Management manager, human resources Management manager and ICT manager. Therefore the sample size for this study comprised of 6 respondents.

3.5 Data Collection

The study utilized a combination of primary and secondary data. Primary data was gathered by utilizing Semi-structured interviews whereas secondary data was obtained by utilizing systematic literature reviews of the information published in numerous relevant publications and reports at/on the Kenya Airways. The advantage of using semi-structured interviews according to Barriball and While(1995) are that it has the chance to prevail over the meagre response rates. Besides, semi-structured interviews are effective for investigating attitudes, values, beliefs and motives, as they offer the chance to apraise the legitimacy of the respondent's answers by looking at non-verbal signs that are particularly helpful when debating on sensitive concerns. It can enable comparability by making sure that each respondent reacts to or answers all queries and finally it ensures that the study subject is incapable to get help from non-participants while responding to the research queries.

Secondary data was collected from the Institution's published financial statements/reports and other publications deemed necessary. Some of these include the company’s strategic plan, marketing plan and other publications by the Company.

3.6 Data Analysis

Once the data was collected it was checked for completeness to ensure it is ready for analysis. Using content analysis, qualitative data collected using interview guide was analyzed using percentages, frequencies, means and stand dev. Qualitative research scrutiny has been recognized as a study technique for the subjective understanding of the

meaning of text information by utilizing the systematic grouping procedure of coding and making out ideas or outlines (Hsieh & Shannon, 2005). Qualitative content investigation will entail a method premeditated to compact raw information into classes or ideas by use of suitable deduction and analysis. This procedure utilized inductive logic, by which arguments and groups appear from the data due to the investigator's cautious inspection and steady comparison. The Process of Qualitative Content Analysis will involve collection of the data using the interview guide; the next step was delineating the Unit of Analysis.

The unit of analysis allude to the fundamental part of data to be categorized during information interpretation. The messages were combined before they were coded as the variations in the section description would influence coding decisions and the comparability of results with other similar studies deduced. The third step will entail developing factions and a Coding Plan which was created inductively from the interview information. Since the categories were developed inductively from fresh data, the study utilized the continuous relative approach because it can encourage original insights and can make differences between groups evident (Glaser & Strauss, 1967). The rationale for using the steady comparative technique was to methodically contrast each text allocated to a class with those already allocated to the class, to completely comprehend the hypothetical characteristics of the group; and to incorporate groups and their characteristics through the advancement of interpretive memoranda.

The next step was coding all the text by checking the coding frequently, to thwart wandering into an idiosyncratic meaning of the codes utilized (Schilling, 2006). Since coding will go on while fresh data continue to be gathered, it was likely that new ideas and theories will surface and will want to be included to the coding guidebook. Finally, the study will make conclusions based on the Coded Data that will entail understanding of the ideas or classes made out, and their characteristics. At this stage, the study will generate deductions and give reconstructions of definitions obtained from the data. The tasks in this phase will entail examining the characteristics and dimensions of groups, discovering relations between classes, revealing patterns, and evaluating groups against a wide range of data.

Finally, factor analysis was used to determine the prominent factor. Factor analysis brings inter-correlated variables together under more general, underlying variables. A frequency distribution will express the result of the grouping of the responses with respect to a single quantitative characteristic. Percentages were used conjointly with frequencies to express the proportion ranging from 0- 100, on the same responses. A multiple regression analysis to examine the strategic factors influencing business process reengineering at Kenya Airways was conducted. The regression statistical model was in the form of:

$Y=a+b_1X_1+ b_2X_2 + b_3X_3+ b_4X_4+€$; where;

Y= Business process reengineering

X_1 = Technology

X_2 = organizational culture

X_3 = organizational structure

X_4 = management systems

a= Constant in the Model (Intercept)

b= Regression coefficient (Slope)

€ = Error Term in the Equation

The regression analysis was used because the study seeks to find out how the factors individually impact business process reengineering at Kenya Airways. Correlation analysis was conducted to examine the link between strategic factors and business process reengineering.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction

This chapter elaborates on the understanding and submission of the findings. It also offers examination of the data on the strategic factors influencing business process reengineering at Kenya Airways, gives the major results and findings of the case study, and debates on the findings and results.

4.2 Response Rate

The study intended to obtain overall 6 respondents. All the 6 subjects answered and returned the questionnaires issued to them thus resulting in 100% response rate. Mugenda and Mugenda (1999) pointed out that a 50 percent response rate is sufficient for examination and reporting; 60% response rate is good but 70 percent response rate and above is outstanding; therefore, the response rate of this study is satisfactory for investigation and reporting. This is supported by Dixon (2012), who said a response rate of 50 percent is ample whereas a response rate exceeding 70% is tremendous. This echoes what Mugenda and Mugenda (2003) alleged, that a 50 percent response rate is satisfactory, 60% fine and over 70% remarkable. This therefore implied the response rate of 95.98% is very good. Therefore, the data gathered is sufficient because the response rate is above 60%.

4.3 Information Communication Technology

4.3.1 Whether Kenya Airways Utilized Various ICT Technologies

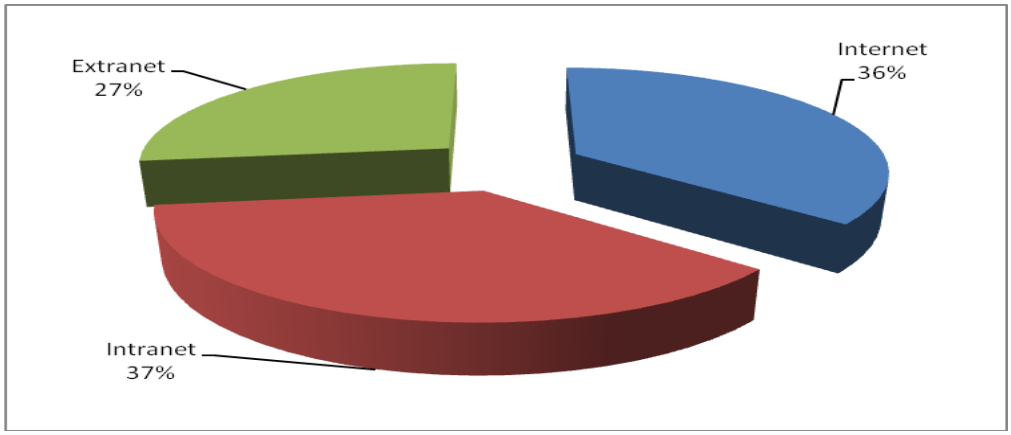

Figure 4.1: Whether Kenya Airways Utilized Various ICT Technologies

According to the findings, 37% indicated that their organization had intranet, 36% indicated that their organization utilized internet, while 27% indicated that their organization utilized extranet. This agrees with Chogo (2013) in his work on factors influencing re-engineering process by Kenyatta international convention centre in Kenya where it was found out that firms that had utilized ICT technologies like intranet, extranet and internet reported a growth in business process reengineering. Therefore, integration of various ICT technologies is a vital aspect of ICT influencing Business process Reengineering.

4.3.2 Whether Kenya Airways used Various ICT-Enabled Innovations in its Operations

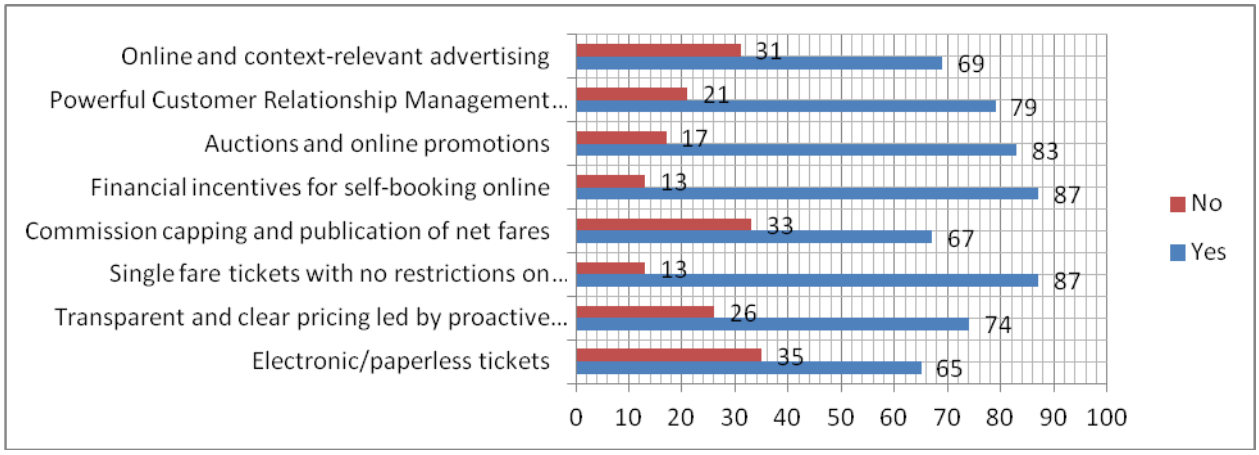

Figure 4.2: Whether Kenya Airways used Various ICT-Enabled Innovations in its Operations

Based on the data/findings, 87% of the study subjects exhibited that Kenya airways used monetary motivations for self-booking online, 87% indicated that Kenya airways used single-ticket fees with no limits on staying or Saturday nights policies, 83% indicated that Kenya airways used auctions and online promotions, 79% indicated that Kenya airways used powerful customer relationship management systems, 74% indicated that Kenya airways used honest and understandable pricing courtesy of practical and reactive yield management, 69% indicated that Kenya airways used online and context-relevant advertising, 67% indicated that Kenya airways used commission restriction and publication of margin fares, 65% indicated that Kenya airways used electronic/paperless tickets.

4.3.3 How use of Various ICT-Enabled Innovations Influenced Business Process Reengineering at Kenya Airways

Table 4.1: Extent to which Various Dimensions of ICT have been used at Kenya Airways to Drive Business Process Reengineering.

	Not at all	Very little extent	Little extent	Great extent	Very great extent	Mean	Stdev
Kenya Airways utilizes internet technologies to construct newer corporate models in which they are directly connected to clients, suppliers, and business associates.	0	1.4	37.5	49.3	11.8	3.72	0.69
The use of internet gives our organization a direct linkage to clienteles at a reduced cost and generates new media of marketing, sales and client service.	0	11.8	13.9	44.4	29.9	3.92	0.95
Internet technologies allow our organization to both integrate and disperse its information systems and provide control of procedures to users.	1.4	0.7	18.8	53.5	25.7	4.01	0.78
Our organization recognizes users in the planning of the ICT systems to maximize output.	0	7.6	22.9	51.4	18.1	3.80	0.82
Kenya Airways uses ICT to reshape corporate activities in ways of collecting and evaluating information, generating strategic visions, making out the best approach for process reengineering, and facilitating collaboration/teamwork	0	6.3	20.8	53.5	19.4	3.86	0.80
Kenya airways use ICTs in record and reservations administration and ticketing.	0	1.4	37.5	49.3	11.8	3.72	0.69

Findings also revealed that internet technologies allowed the organization to both consolidate and disperse its information systems and issue control of processes to consumers/customers to a larger degree as represented by a mean of 4.01 and a stand deviation (to be written as 'stand dev') of 0.78. That Kenya Airways uses ICT to redesign business culture in ways of collecting and examining data, creating tactical visions, discovering the effective method for process redesign, and permitting collaborative cooperation to a larger extent as depicted by a mean of 3.86 and a stand dev of 0.80. That the organization recognizes users in the plan of the ICT system to maximize output to a

great extent as portrayed by a mean of 3.80 and a stand dev of 0.82. That Kenya airways uses ICTs in record and reservations administration and issuing of tickets to a great extent as shown by a mean of 3.72 and a stand dev of 0.69. That the use of internet gives the organization a direct linkage to users/clients at a reduced cost and generates new means of marketing, sales and client support to a larger extent as exhibited by a mean of 3.92 and a stand dev of 0.95. And, that Kenya Airways utilizes internet technologies to construct newer corporate models in which they are directly connected to clients, suppliers, and business associates to a large extent as indicated by a mean of 3.72 and a stand dev of 0.69

4.3.4 Respondents' Level of Agreement with Various Statements on the Influence of ICT on Business Process Reengineering in their Organization

Table 4.2: Respondents' Level of Agreement with Various Statements on the Influence of ICT on Business Process Reengineering in their Organization

Statement	Not at all	Very little extent	Little extent	Great extent	Very great extent	Mean	Std. dev
Information technology conveys the basic data definitely when and where it is fundamental to a firm's workforce and mangers can use that information to help work the business	0	8.3	12.5	52.8	26.4	3.97	0.85
Information technology incorporates systems and parts and makes it achievable for customers to execute with the organization	3.8	11.4	32.4	29.5	22.9	3.56	1.08
Information technologies empower ventures to amplify business forms and that IT is a basic added substance to prepare reengineering endeavours and positive and extensive adjustments from BPR just discernible in occurrences where IT is executed in the process redesign	1.0	10.5	7.6	37.1	41.9	4.03	1.15
ICTs facilitate Kenya airways to cut back on mediator's dependence and that has straight strategic ramifications for their associates and strategic	0	4.8	13.3	55.2	21.0	3.75	1.18

partnerships.							
IT investments offer cost savings to an enterprise both in speed and clientele service benefits	1.0	4.8	13.3	45.7	24.8	3.57	1.47
Our organization integrates old and the new IT systems.	0	4.8	14.3	34.3	38.1	3.80	1.44
The more a firm becomes dependant on IT the more it will become the central goal of process redesign.	0	2.9	8.6	61.0	27.6	4.13	0.68
A relationship between an organization's IT and method redesign portfolios is positively and considerably linked to the organization's production efficiency.	0.95	6.7	8.6	43.81	33.33	3.82	1.35
If Information Technology is considered in a company's BPR model then the output in the organizations production effectiveness will be increased.	3.81	5.7	22.9	15.24	13.33	2.11	1.91
Information technologies function is a facilitator and a type of both integration and decentralization in a company that permits users to perform more resourcefully.	30.4	20	18.1	21.90	6.67	2.48	1.35
BPR is constructed around technological advancement that radically modifies the manner products and services are manufactured or delivered and IT can aid firms enlarge their information access with the Internet and other upcoming types of technology.	0.95	1.90	15.2	40.0	27.6	3.49	1.62
Aligning organizational processes with IT allows examination of information to assist get the effective mechanism for process redesign and facilitate collaborative teamwork.	0	6.67	8.57	37.1	39.0	3.83	1.45
ICT allows modifications to the finance and functioning of the integrated process	2.86	0	26.6	31.4	22.8	3.23	1.67
ICT minimizes the number of employees, specifically manufacturing workers, because of mechanization in numerous business processes, such as supply chain management, order management, and client service administration.	1.90	7.62	21.9	59.0	8.57	3.62	0.89
Kenya airways utilizes ICTs to supervise and project the productivity of Strategic Business Units and for determining which markets airlines should venture in and how.	3.3	5.4	3.4	35.7	52.3	4.29	0.9

According to the findings, respondents agreed to a great extent that the more a business relies highly on Information Technology the more likely it turns out to be the center of focus of process redesign as indicated by a mean of 4.13 and a stand dev of 0.68. Kenya airways utilizes ICTs to supervise and project the productivity of Strategic Business Units and for determining what markets airlines should enter and by using what strategy, as significantly as depicted by a mean of 4.29 and a stand dev of 0.9. The Information Technology enables companies to optimize corporate processes and that IT is a crucial additive to process redesign endeavours and positive and considerable payoffs from BPR only surface in instances where IT is put in place in the processes reengineering to a great extent as exhibited by a mean of 4.03 and a stand dev of 1.15. That Information technology offers the critical information precisely when and where demand arises so an organizations workforce and managers can utilize that information to aid operates the business to a large degree as indicated by a mean of 3.97 and a stand dev of 0.85. The Information Technology incorporates processes and operations and makes it possible for clients to conduct business with the company to a large degree as displayed by a mean of 3.56 and a stand dev of 1.08. The ICTs facilitates Kenya airways to cut back their reliance on mediators and that has straight strategic ramifications on their associates and strategic partners to a great extent as indicated by a mean of 3.75 and a stand dev of 1.18. Furthermore, the organization incorporates old and the fresh IT systems largely as shown by a mean of 3.80 and a stand dev of 1.44. IT investments offer cost savings to a company both in speed and client service benefits largely as shown by a mean of 3.57 and a stand dev of 1.47. A rapport between a company's Information Technology and process reengineering portfolios is positively and largely linked with an organization's production proficiency significantly as shown by a mean of 3.82 and a stand dev of 1.35. Aligning business strategies with IT enable examination of information to assist in finding the best process for plan redesign and permit collaborative teamwork considerably as shown by a mean of 3.83 and a stand dev of 1.45

ICT minimizes the number of employees, especially manufacturing workers, because mechanization in numerous business processes, such as supply chain management, order control, and clientele service administration was significant as shown by a mean of 3.62 and a stand dev of 0.89. That ICT allows modification to the finances and functioning of

the integration process was significant as indicated by a mean of 3.23 and a stand dev of 1.67. That BPR is constructed technological advancement that drastically modifies the method products and services are manufactured or delivered and IT can assist firms enlarge their information reach using the Internet and other newer technologies to largely as shown by a mean of 3.49 and a stand dev of 1.62. That Information Technology function is a supporter and a type of both integration and decentralization in a company that enables customers to perform more resourcefully was significantly as shown by a mean of 2.48 and a stand dev of 1.35. And, that if IT is incorporated in an organization's BPR scheme then the output in the company's production proficiency will be augmented to a large extent as shown by a mean of 2.11 and a stand dev of 1.91

4.3.5 Linear Regression Model of Information Communication Technology and Business Process Reengineering

The linear regression study establishes the correlation between the dependent variable that is Business process Reengineering and independent variable that is Information Communication Technology. The coefficient of determination (R^2) and correlation coefficient (R) indicated the extent of the relationship between Information Communication Technology and Business process Reengineering. The results of the linear regression indicate that R^2=.789 and R= .888 this is a sign that there exist a strong linear relation between Information Communication Technology and Business process Reengineering.

This implies that an augment in embracing of Information Communication Technology leads to an increase in Business process Reengineering.

Table 4.3: Model of Business Process Reengineering/ Information Communication Technology

Model Summary	
R	R Square
.789	.888

The independent variable is Information Communication Technology.

Table 4.3 illustrates the results of ANOVA test that disclose that Information Communication Technology have major consequences on Business process Reengineering. Since the P value is actual 0.045 that is below 5% level of significance. This is illustrated by linear regression model $Y=B0+B_1X_{1+}E$ where X1 is the Information Communication Technology the P value was 0.045 means that the model $Y=B0+B_1X_{1+}E$ was meaningful.

Table 4.4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.131	1	6.131	4.063	.045[b]
	Residual	285.199	189	1.509		
	Total	291.330	190			

a. Dependent Variable: Business process Reengineering
b. Predictors: (Constant), Information Communication Technology

The table 4.4 portrays there was constructive gradient that disclose that a rise in administrative skills leads to amplified Business process Reengineering.

Table 4.5: Model

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.332	.165		.000
	ICT	.072	.036	.145	.045

4.4 Organizational Culture

4.4.1 Respondents' Opinion on Subcultures Operational in Kenya Airways

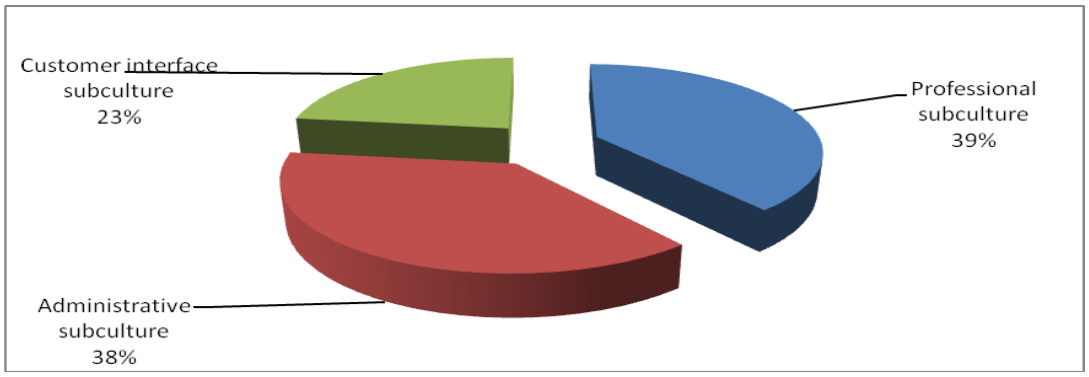

Figure 4.3: Respondents' Opinion on Subcultures Operational in Kenya Airways

Further, the findings revealed that 39% of the respondents felt that a professional sub culture existed at Kenya Airways, 38% felt that administrative sub culture existed at Kenya Airways while only 23% felt that Kenya Airways had an operational customer interface subculture. This is in agreement with a study by Raymond, Bergeron, and Rivard (1998) on determinants of corporate process reengineering achievement in small and big firms where they found out that operationalizing administrative, professional, and customer interface was very important in improving the output of the firm. It can therefore be concluded that operationalizing administrative, professional, and customer interface is a very important factor influencing Business process Reengineering.

4.4.2 Respondents' Opinion on Dimensions of Organizational Culture Adopted by Kenya Airways

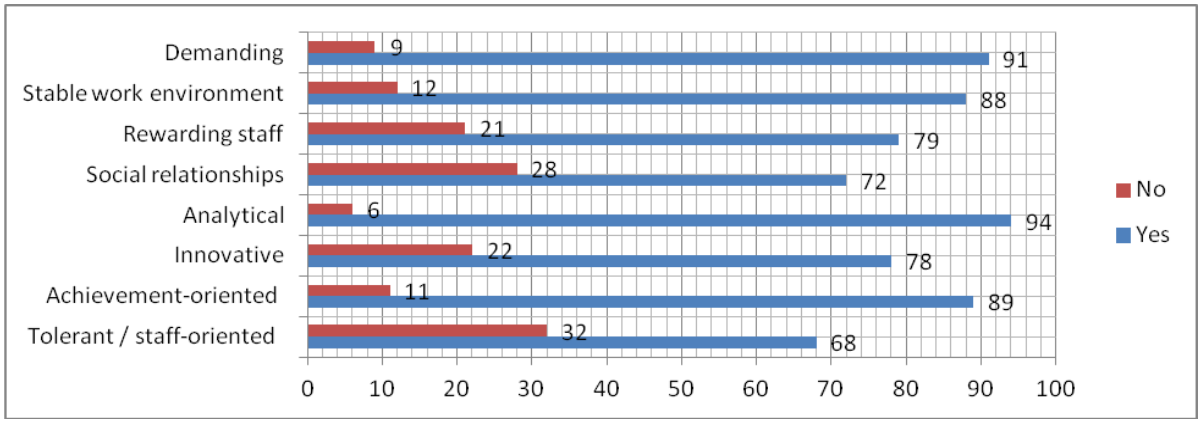

Figure 4.4: Respondents' Opinion on Dimensions of Organizational Culture Adopted by Kenya airways

Looking at the results, 94% of the study subjects indicated that Kenya airways adopted an analytical organizational culture, 91% adopted a demanding, 89% adopted an achievement-oriented, 88% adopted a stable work environment, 9% adopted a rewarding staff oriented organizational culture, 78% adopted an innovative oriented organizational culture, 72% adopted a social relationships oriented organizational culture, 68% adopted a tolerant / staff-oriented organizational culture.

4.4.3 Respondents Level of Agreement with Various Statements on the Influence of Organizational Culture on Business Process Reengineering in your Organization

Table 4.6: Respondents Level of Agreement with Various Statements on the Influence of Organizational Culture on Business Process Reengineering in your Organization

Statement	Not at all	Very little extent	Little extent	Great extent	Very great extent	Mean	Stdev
Without knowledge of the eagerness of workers to accept a new system employees may refuse the new scheme.	4.5	16	24.1	30.2	25.3	3.56	1.1
Integration, workers' engagement and friendly relationships are the standard element of a creative organizational culture.	1	5.6	20.2	46.9	26.4	3.92	1.9
Efficient use of workforce's thoughts facilitates companies to attainment their anticipated results.	8.8	3.5	2	54.8	30.9	3.96	1.1
A new culture is the outcome of BPR and the process of implementing a new process.	2	14	14.3	40	30	3.83	1.1
Culture constructs are developed to give some form of dedication to the developed order at Kenya Airways	2	7.1	7.2	34.1	50	4.24	1.2
The central values of the organizational culture are belonging, trust and involvement, which are inspired by aspects of attachment, cohesiveness and partisanship.	2.1	20.4	10.3	27	40.7	3.85	1.1
Output, performance, goal accomplishment and success are the crucial elements for the rational culture.	1.4	0.7	18.8	53.5	25.7	4.01	0.78
Organization culture in Kenya airways emphasizes the search and achievement of well-defined goals.	0	7.6	22.9	51.4	18.1	3.80	0.82

The results revealed that respondents agreed that culture constructs are formed to give some type of dedication to the formulated order at Kenya Airways to a large extent as shown by a mean of 4.24 and a stand dev of 1.2. The output, performance, goal attainment and success are the necessary elements for the rational culture largely as indicated by a mean of 4.01 and a stand dev of 0.78. That company culture in Kenya airways stresses the quest and accomplishment of well-defined goals largely as depicted by a mean of 3.80 and a stand dev of 0.82. That the central values of the Group culture are belonging, trust and engagement, which are inspired by elements of attachment, cohesiveness and membership significantly as shown by a mean of 3.85 and a stand dev of 1.1. That a newer culture is the result of BPR and the procedure of enforcing a new procedure to a large extent as shown by a mean of 3.83 and a stand dev of 1.1. That integration, workers' participation and friendly relations are the standard aspect of a creative company culture largely as shown by a mean of 3.92 and a stand dev of 1.9. That efficient utilization of workforce's thoughts facilitates organizations to attain their anticipated findings largely as shown by a mean of 3.96 and a stand dev of 1.1. And that without the knowledge as regards willingness of workers to embrace a new framework may be discarded by workers to a large extent as shown by a mean of 3.56 and a stand dev of 1.1.

4.4.4 Linear Regression Model of Business Process Reengineering/Organisational Culture

The linear regression analysis $Y=\beta_0+ \beta_4X_4$+Organisational culture +E indicates a rapport between the dependent variable that is Business Process Reengineering and independent variable that is organizational culture. The coefficient of determination (R^2) and correlation coefficient (r) illustrates the extent of relations between organizational culture and Business Process Reengineering. The findings of the linear regression illustrate that $R= .724^a$ and $R^2=.524$ this is a sign that there is a strong associations between organizational culture and Business process Reengineering.

Table 4.7: Model

Model	R	R Square	Adjusted R Square
1	.724[a]	.524	.178

Table 4.7 depicts the outcome of ANOVA test that disclose that organizational culture has considerable impact on Business process Reengineering. Because the P value is actual 0.000 that is lower than 5% level of significance. This is showed by linear regression method $Y=B0+B_4X_{4+}E$ where X_2 is the organizational culture the P value was 0.000 meaning that the method $Y=B0+ B_3X_{3+}E$ was significant

Table 4.8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.071	1	53.071	42.099	.000
	Residual	238.259	189	1.261		
	Total	291.330	190			

a. Dependent Variable: Business process Reengineering

b. Predictors: (Constant), Organizational culture

Table 4.9: Coefficients

Model		Unstandardized Coefficients		Sig.
		B	Std. Error	
1	(Constant)	2.236	.227	.000
	Organizational culture	.421	.065	.000

4.5 Organizational Structure

4.5.1 Respondents Level of Agreement with Various Statements on the Influence of Organizational Structure on Business Process Reengineering in their Organization

Table 4.10: Respondents level of Agreement with Various Statements on the Influence of Organizational Structure on Business Process Reengineering in their Organization

	Not at all	Very little extent	Little extent	Great extent	Very great extent	Mean	Stdev
Administration's support would aid the company prevail over the early opposition to the extra education entailed in learning the newer systems.	0	6.3	20.8	53.5	19.4	3.86	0.80
To keep the company reactive to modifications in its surroundings, managers must determine on the excellent structuring approaches vital in establishing a company structure that facilitates them optimally utilize organizational assets.	1.4	0.7	18.8	53.5	25.7	4.01	0.78
An organization's arrangement will give better output in scenarios where it advocates for capabilities for making and total implementation of vital decisions more sufficiently and rapidly compared to rival organizations.	0	6.3	20.8	53.5	19.4	3.86	0.80
If a company's strategic main concern is to the attainment of extremely innovativeness capabilities, the key restructuring issue thus comprises the organization of the firm allowing management avenues for decision making vital in yielding best technologies over time together with existing subordinates.	1	5.6	20.2	46.9	26.4	3.92	1.9
The firm failure in acknowledging significance of company structure on level of performance of enterprises thus result in serious biasness while measuring of the costs as well as total productivity in the firm.	8.8	3.5	2	54.8	30.9	3.96	1.1

The organization structure at Kenya airways encourages division of work within the organization and its component parts	1.4	0.7	18.8	53.5	25.7	4.01	0.78
The organization structure at Kenya airways defines and communicating responsibility and authority	0	2.9	8.6	61.0	27.6	4.13	0.68
The organization structure at Kenya airways encourages staff involvement in policy decisions	0.95	6.7	8.6	43.81	33.33	3.82	1.35
The organization structure at Kenya airways defines the way policies and instructions are issued and feedback obtained	0	1.4	37.5	49.3	11.8	3.72	0.69

According to the findings, respondents also agreed to a great extent that managers need to fully make a choice on the best alternatives on organizing their structures aimed at the creation of an organizational architecture allowing the managers the capability to maximally utilize firm resources to maintain an organization's responsiveness to not only variations in its internal but also external environments, as indicated by a mean of 4.01 and a stand dev of 0.78; that the organization structure at Kenya airways defines and communicating responsibility and authority to a great extent as indicated by a mean of 4.13 to a great extent as indicated by a mean of 0.68; that the organization structure at Kenya airways encourages division of work within the organization and its component parts to a great extent as indicated by a mean of 4.01 to a great extent as indicated by a mean of 0.78; that the organization structure at Kenya airways encourages staff involvement in policy decisions to a great extent as indicated by a mean of 3.82 to a great extent as indicated by a mean of 1.35; that the organization structure at Kenya airways defines the way policies and instructions are issued and feedback obtained to a great extent as indicated by a mean of 3.72 to a great extent as indicated by a mean of 0.69; that failure in recognition of the inner value of organizational structure on realized performance thus leads to increased bias encountered during the cost estimation as well as overall profitability of the firm to a majorly indicated by a mean of 3.96 to a great extent as indicated by a mean of 1.1; that if a firm's strategic priority is the attainment of high levels of innovativeness, the reorganization process ranks as a major challenge in the total restructuring of the company. The restructuring allows for a decision making avenue

for the leaders vital in producing not only more but and better innovations in the long run as well as among other subordinates in the firm, indicated by a mean of 3.92 to a great extent as indicated by a mean of 1.9; that a Corporation's structure will produce better performance if and only if it improves the organizations ability to make and execute key decisions better and faster than competitors to a great extent as indicated by a mean of 3.86 to a great extent as indicated by a mean of 0.80; and that managements support have a critical role to assist the firm in overcoming the initial resistance to the extra training required as well as involved in attainment of new systems skills which to a great extent is depicted by the mean of 3.86 to a great extent as indicated by a mean of 0.80

4.5.2 Linear Regression Model of Business Process Reengineering/Organisational Structure

The analysis depict a link between the dependent variable represented by Business process Reengineering and independent variable, that is organizational structure. Additionally, the coefficient of determination R^2 and correlation coefficient r demonstrates the degree of association between managerial skills and Business process Reengineering. The results of the linear regression $Y=\beta_0+\beta_3X_3$+organisational structure +E indicate that r^2=.746 and R= .864 a depiction of the high strength of the linear relationship connecting organizational structure and Business process Reengineering.

Table 4.11: Model

Model	R	R Square	Adjusted R Square
1	.864	.746	.662

Table 4.11 illustrates the ANOVA test output revealing that organizational structure significantly effects Business process Reengineering. Notably, the P value output is an actual 0.007 exhibiting a level of significance that is less than 5% for the results. As shown by the linear regression model $Y=B0+B_3X_{3+}E$ in which case X_3 represents organizational structure and the P value being 0.007 whose implication is that the model $Y=B0+ B_3X_{3+}E$ was to a large extent significant.

Table 4.12: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.067	1	2.067	1.351	.007
	Residual	289.263	189	1.530		
	Total	291.330	190			

a. Dependent Variable: Business process Reengineering
b. Predictors: (Constant), Organizational structure

Table 4. 13: Coefficients

Model		None Standardized Coefficients	Standardized Coefficients	Sig.
		B	Beta	
1	(Constant)	3.514		.000
	Organizational structure	.033	.084	.007

a. Dependent Variable: Business process Reengineering

4.6 Management Systems

4.6.1 Whether the Organization had Implemented Management Systems

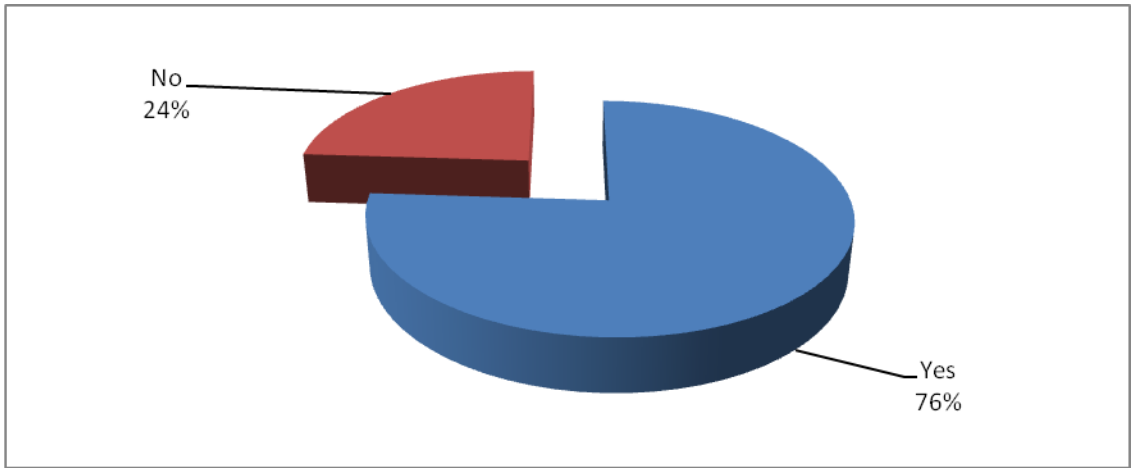

Figure 4.5: Whether the Organization had Implemented Management Systems

Further, from the output and research results, a respondent percentage of 76% clearly indicated that their organization fully implemented management systems as opposed to a 24% none-implementation level. Notably, the findings resonate well with the study by the authors Habib and Wazir (2012) focusing on the role of education and training as key

components for the successful implementation of Business Process Reengineering in organizations. The authors found that companies implementing management systems in their operations gave an account for increase in Business process Reengineering. Thus, the inference from the findings is that the implementation of management systems in the operations within an organization has a direct and positive correlation to the Business process Reengineering process.

4.6.2 Degree to which Respondents Organization Integrated Quality Management Systems (QMSs) with other Management Systems, for example, Corporate Social Responsibility, Environmental Management or Information Technology to Increase Business Performance

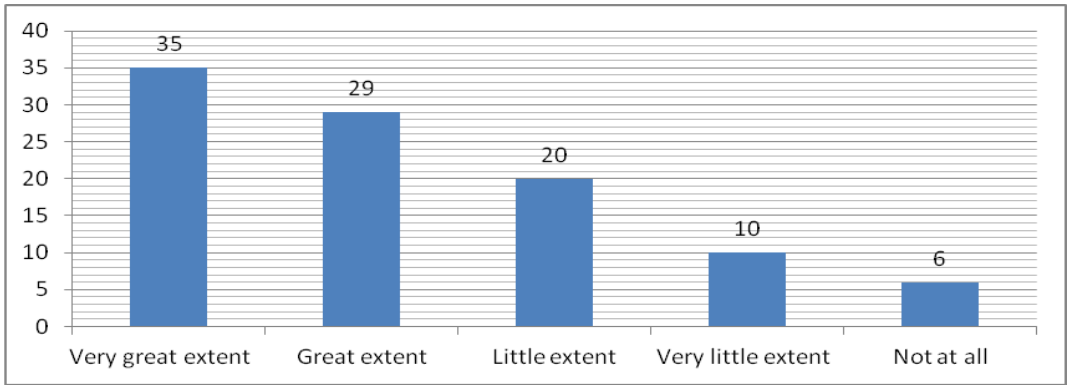

Figure 4.6: Extent to which Respondents' Organizations QMSs in comparison to other Management Systems

The discoveries portrayed that 35% of the respondents concurred with the idea that their organizations had incorporated quality management systems (QMSs) with other management systems, for example, data innovation, ecological administration or corporate social obligation to build business execution to an extremely incredible degree; 29%, all things considered, 20% to a little degree, 10% to a next to no degree, and 6% demonstrated that their companies had not in any manner coordinated QMSs and other management systems identified during the study.

4.6.3 Respondents Level of Agreement with various Statements on the Influence of Management Systems on Business Process Reengineering in their Organization

Table 4. 14: Respondents Level of Agreement with Various Statements on the Influence of Management Systems on Business Process Reengineering in their Organization

Statement	Not at all	Very little extent	Little extent	Great extent	Very great extent	Mean	Std dev
The management support highly assists the firm beat the underlying restrictions to the additional training required in taking in the new systems within the organization	0	2.9	8.6	61.0	27.6	4.13	0.68
Management systems at Kenya airways allow for the sharing of data and information via open exchanges, honesty as well as trustiness.	0.95	6.7	8.6	43.81	33.33	3.82	1.35
Management systems at Kenya airways create a collaborative atmosphere while tapping into innovative contributions all persons at work.	3.81	5.7	22.9	15.24	13.33	2.11	1.91
Management systems at Kenya airways encourage workplace commitment governed by objectives and purpose, as well as defined goals and approaches at the firm.	30.4	20	18.1	21.90	6.67	2.48	1.35
Kenya Airways adopts process improvement entailing the total elimination of all obstructions to better performing within the company.	0	2.9	8.6	61.0	27.6	4.13	0.68
Process improvement at Kenya airways allows for a sense of efficiency and effectiveness for the overall firm's administrative functions and technical working processes that highly affect the clientele view on product quality as well as service.	0	6.3	20.8	53.5	19.4	3.86	0.80

Additionally, it was discovered that respondents felt that Kenya Airways embraces process improvement pertaining the incremental elimination of the obstructions to great performance of which with all things considered, depicted a mean of 4.13 and a standard deviation of 0.68; that management support would help the association defeat the underlying resistance to the organizational training required in taking in the new system frameworks, as depicted by a mean of 4.13 and a standard deviation of 0.68; indicating that process at Kenya aviation leads to proficiency and viability of an association's regulatory and specialized work forms that impact the client's impression of the nature of the item or management, all things considered, as appeared by a mean of 3.86 and a standard deviation of 0.80; that administration frameworks at Kenya Airways energize Customer center went for picking up a significant comprehension of client prerequisites and desires and utilizing that understanding to give management far surpassing fulfilment, as it were, as appeared by a mean of 3.72 and a standard deviation of 0.69; that administration frameworks at Kenya aviation routes bolster data sharing open correspondences, honesty, and trust, as it were, as appeared by a mean of 3.82 and a standard deviation of 1.35; that management frameworks at Kenya aviation routes fabricate responsibility to a typical reason, an arrangement of execution objectives, and a way to deal with an awesome degree as appeared by a mean of 2.48 and a standard deviation of 1.35 and that administration frameworks at Kenya aviation leads to collaboration inside an organization while tapping into the innovative commitments of every part, as indicated by a by a mean of 2.11 and a standard deviation of 1.91 from the study findings.

4.6.4 Linear Regression Model of Business Process Reengineering/Management Systems

Table 4.9 shows summary shows an output from the regression model. The respective value estimates for R and R^2 are 0.753 and 0.568. The R estimation of 0.753 depicts a strong linear relationship among management systems and Business procedure reengineering since it is near 1. The R^2 shows that informative force of the independent factors is 0.568. This implies that around 56.8% of the variety in Business process Reengineering is clarified by the model $Y=\beta 0+ \beta\ 1X1+$ Entr.Skills +E. The R^2 value as uncovered by the outcome is high which implies that exclusive around 43.2% of the

variety in the needy variable is unexplained by the model, indicating a solid relationship between the management systems and Business process Reengineering.

Table 4. 15: Model

Model	R	R Square	Adjusted R Square
1	0.753	0.568	.740

Table 4.15 demonstrates the results of the ANOVA test indicating that Management System critical impact on Business Process Reengineering. Since the P value is an actual 0.003 which is under 5% level of significance. This is shown by linear regression model of Y=B0+B2X2+E where X2 is the Management Systems where the P value was 0.003 inferring the significance of the model Y=B0+ B2X2+E +E.

Table 4.16: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.041	1	13.041	8.856	.003
	Residual	278.289	189	1.472		
	Total	291.330	190			

a. Dependent Variable: Business process Reengineering

b. Predictors: (Constant), Management systems

Table 4. 17: Coefficients

Model		Unstandardized Coefficients	Standardized Coefficients	Sig.
		B	**Beta**	
1	Constant	3.915		.000
	Management systems	.102	-.212	.003

a. Dependent Variable: Business process reengineering

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter compresses the information gathered and the measurable examination discussions finished with reference to the objectives and research inquiries of the study. Information was deciphered and the consequences of the discoveries were associated with both observational and hypothetical literature accessible. There is a strong realartion of the conclusion to the specific targets/study enquiries with suggestions derived by examining the conclusion and output from the report.

5.2 Summary of the Findings

5.2.1 Information Communication Technology

The study explored Information Communication Technology influence on the Business process reengineering with a focus on Kenya. The linear regression output depict R2=.789 and R= .888, a clear indication of linearity among Information Communication Technology and Business process Reengineering. This implies that an increase in embracing of Information Communication Technology leads to an increase in Business process Reengineering. Information Communication Technology have significant effect on Business process Reengineering. Additionally, the output bases on a 0.0045 P value, which lies below 5% level of significance.

5.2.2 Organisational Culture

The study purposed to explore the implications of Organisational Culture on the Business process reengineering in Kenya. Notably, the regression output indicate that R= .724[a] and R^2=.524meaning a strong relationship between organizational culture and Business process Reengineering. Organizational culture has a significant effect on Business process Reengineering with a P value of 0.000 less than 5% significance level. This is depicted by linear regression model $Y=B0+B_4X_{4+}E$ where X_2 is the organizational culture the P value was 0.000 an implication of the significance of the $Y=B0+ B_3X_{3+}E$ model.

5.2.3 Organizational Structure

The study purposed to fully explore the influence of Organizational Structure on the Business process Reengineering in Kenya. The results of the linear regression $Y=\beta_0+\beta_3X_3$+organisational structure+E indicate that r^2=.746 and R= .864 this is an indication that there is a strong linear relationship between organizational structure and Business process Reengineering. Organizational structure has a significant effect on Business process Reengineering. Since the P value is actual 0.007 which is less than 5% level of significance. This is depicted by linear regression model $Y=B0+B_3X_3$+E where X_3 is the organizational structure the P figure was 0.007 implying that the model $Y=B0+ B_3X_3$+E was significant.

5.2.4 Management Systems

The study tried to investigate the impact of administration frameworks on the Business procedure Reengineering in Kenya. The estimation of R and R2 are 0.753 and 0.568 separately. The R estimation of 0.753 speaks to the solid straight relationship between administration frameworks and the Business procedure Reengineering since it is near 1. The R^2 demonstrates that illustrative force of the autonomous factors is 0.568. This implies around 56.8% of the variety in Business handle Reengineering is clarified by the model Y=β0+ β 1X1+ Entr.Skills+E. The R^2 esteem as uncovered by the outcome is high which implies that exclusive around 43.2% of the variety in the needy variable is unexplained by the model, indicating a solid relationship between the administration frameworks and Business prepare Reengineering. Administration frameworks have critical impact on Business handle Reengineering. Since the P esteem is genuine 0.003 which is under 5% level of essentialness. This is portrayed by straight relapse demonstrate Y=B0+B2X2+E where X2 is the Management frameworks the P esteem was 0.003 inferring that the model Y=B0+ B2X2+E +E was huge.

5.3 Conclusions

From the discussion of the findings, the study concludes that; integration of various ICT technologies is a vital aspect of ICT influencing Business process reengineering; that there is a strong linear relationship between Information Communication Technology and Business process Reengineering; that customer interface is a very important factor influencing Business process Reengineering; that there is a strong relationship between organizational culture and Business process Reengineering; that managements support would help the organization overcome the initial resistance to the extra training involved in learning the new systems to a great extent; that there is a strong linear relationship between organizational structure and Business process Reengineering; that implementation of management systems by firms is directly and positively correlated to Business process Reengineering and that there is a strong relationship between the management systems and Business process Reengineering.

5.4 Recommendations

Since the impact on different types of culture (organizational, national and global) on methodology is quickly rising as a basic technique achievement figure that is accepting a great deal of consideration from administrators more accentuation should be put on procedure advancement in business reengineering as the result of the underestimated attempts to characterize, or possibly direct, how individuals see their associations and their surroundings. This is the developing pattern that choices about future procedure will be inside the limits of culture and that an example of congruity will be the result; in this way post-excused by the supervisors. Socially bound technique advancement can prompt to vital float

There are numerous cases of innovative outlook changes, for example, move from imparting through letters to messages, cell phone messaging, confront book, twitter, blogging and move from simple to advanced TV broadcasting. Associations ought to be set up for these progressions even as they reengineer.

At last the study suggests evasion of changing an organization's structure to meet a specific vital objective 2since this can really bother issues instead of tackle them. Inability to perceive the significance of hierarchical structure on the execution of firms will prompt to genuine predisposition in estimation of the expenses and general benefit. Thusly associations ought to take a gander at their own frameworks with an intend to general enhance their execution.

5.5 Recommendations for Further Research

This study is a grinder for future research especially in Kenya. The discoveries stress the significance of the segments of ICT, authoritative culture, hierarchical structure, and administration frameworks on Business Process Reengineering in Kenya Airways. Future research should be conveyed in different ventures and nations to appear if the connection between ICT, hierarchical culture, authoritative structure, and administration frameworks on Business Process Reengineering can be summed up.

Accessible writing demonstrates that as a future road of research there is have to do comparable research on ICT, hierarchical culture, authoritative structure, and administration frameworks on Business Process Reengineering in different ventures and nations keeping in mind the end goal to set up whether the connection between ICT, authoritative culture, authoritative structure, and administration frameworks on Business Process Reengineering can be summed up.

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APPENDICES

Appendix I: Introductory Letter

Raymond Kangogo,
P.O. Box 8793-00200,
Nairobi.

To:

…….

Kenya Airways Corporation

Dear Sir/Madam,

RE: FACTORS INFLUENCING BUSINESS PROCESS REENGINEERING AT KENYA AIRWAYS

The researcher is a student at University of Nairobi pursuing a Masters degree in business administration. The research aims to find out the STRATEGIC FACTORS INFLUENCING BUSINESS PROCESS REENGINEERING AT KENYA AIRWAYS.

I kindly request your input through filling this interview guide. Please note that your honest responses will be in strict confidence and will purely be used for academic purpose.

Your acceptance to complete this questionnaire is greatly appreciated.

Thanking you in advance for your co-operation.

Yours faithfully,

_____
Name: Raymond Kangongo,

Reg. no.: …….

Appendix II: Interview Guide

FACTORS INFLUENCING BUSINESS PROCESS REENGINEERING AT KENYA AIRWAYS

SECTION A: INFORMATION COMMUNICATION TECHNOLOGY

1. Kindly indicate the ICT technologies used by Kenya Airways?

……
……
……

2. How does the use of the above technologies influence business process reengineering? (please explain)

……
……
……

3. Please indicate ICT-enabled innovations applied by Kenya Airways in its operations?

……
……
……

4. How does the use of the ICT-enabled innovations indicated in question 3 above influence business process reengineering at Kenya airways? (Please explain)

……
……
……

5. Please indicate the ICT dimensions used at Kenya Airways to drive business process reengineering?

……
……
……

SECTION B: ORGANIZATIONAL CULTURE

6. Please indicate the distinct subcultures different inherent in Kenya airways?

……
……
……

7. How does the subcultures identified in the question above influence business process reengineering at Kenya airways? (Please explain)

……
……
……

8. a) Please indicate the dimensions of organizational culture adopted by Kenya airways

……
……
……

b) How do the organizational culture dimensions identified in the question 8a. Above influence business process reengineering at Kenya airways? (please explain)

……
……
……

9. Please indicate to what extent does organizational culture influence business process reengineering in Kenya airways?

……
……
……

SECTION D: ORGANIZATIONAL STRUCTURE

10. Please indicate the aspects of Organizational Structure that influence business process reengineering in Kenya Airways?

……
……
……

SECTION E: MANAGEMENT SYSTEMS

11. a) Has your organization implemented management systems?

Yes [ ] No [ ]

b) If yes to the above question please indicate by ticking on the box provided the typical drivers for implementing a management system in your organization?

Achieving satisfied stakeholders and delivering internal changes that benefit the business [ ]

Business improvement [ ]

Reducing cost [ ]

Any other driver (specify)……

12. To what extent does your organization integrates quality management systems (QMSs) with other management systems such as information technology, environmental management or corporate social responsibility in order to increase business performance

Very great extent [ ]

Great extent [ ]

Little extent [ ]

Very little extent [ ]

Not at all [ ]

13. Please explain the effect of integrating quality management systems (QMSs) with other management systems such as information technology, environmental management or corporate social responsibility influence business process reengineering in your organization?

……

……

……

THANK YOU FOR YOUR TIME AND COOPERATION