

**EMPLOYEES PERCEPTIONS OF THE EFFECT OF BUSINESS PROCESS
RE-ENGINEERING ON EMPLOYEE PERFORMANCE AT NATIONAL
BANK OF KENYA**

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DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university or institution for any other purpose.

Signature

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D61/63970/2011

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

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DEDICATION

I dedicate this work to my loving parents, Mr Rodgers Mutw'a Vonza and Mrs Lydia Kale who have instilled the value of education in me, have encouraged me to reach beyond the skies, my special husband, Michael Nzibo, for his financial and moral support, his dedication to supporting the programme, and my son Adrian Mutie, for being the shining star that has pushed me to complete this course. Thank you all.

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The process of this master's proposal writing has been wonderful learning experience which was coupled with both challenges and rewards. The completion of my study opens a new beginning and a step forward for my endeavors.

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ABSTRACT

As organizations strive to enhance their competitive positions in an increasingly turbulent marketplace, they are discovering that they can cut costs, maintain quality and improve their employee performance by undertaking organizational business reengineering. Organizational restructuring has attracted much attention due to its implications for firms operations and employee performance which eventually enable firms to create and retain the competitive advantages. The objective of the study was to establish employee's perceptions of the effect of business process re-engineering on employee performance at National Bank of Kenya. The research adopted a descriptive research design where data was collected using a self-administered questionnaire that was distributed to 59 senior and middle level managers at the organization. The findings were that the organization needs to maintain employees friendly interaction, confidence and trust on peer, team working and problem solving techniques. Top management commitment was found to be an important factor for successful restructuring process and also influences employee performance during and after the reengineering process. The attitude change of the employees was also found to be important in facilitating the BPR process since any form of resistance will affect the success of the process. Organizational restructuring should be informed from situational based analysis of the firms operating environment and aimed at adapting the business to changing business environment with top management support being a key ingredient to successful process. The study concludes that business process reengineering improves delivering speed in service organizations. Organizational restructuring has been recognized as a vital tool to confront the competitive pressure in the market and also as a tool of improving the performance of these firms. The study recommends that for restructuring to be a success, management needs to take employee needs and concerns into consideration. The inclusion of employees in planning and implementation of strategies, enables an organization to use its inherent knowledge in moving theory into practice.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In an ever-changing global economy, Hesson (2007) notes that organizations must find ways for operating by developing new competences as the old advantage and competences gained is quickly eroded owing to environmental changes. Because of the fact that changes are a necessity in private as well as public sector, every organization must change with the environment otherwise it would become irrelevant. Organizations continually monitor and improve their competitiveness to stay in business due to growth of international trade, demand for high quality products and services, increased competition in the global market, rapid development of new technologies as well as shortened product life cycles. Business firms are the economic engine of society and the making of profits is a social responsibility and thus to survive in this turbulent environment, business organizations have had to adapt to change and to incorporate change in their operations as well (Henderson, 2005). And to ensure that the change is systematic and fruitful, many organizations have adopted business process reengineering (BPR). According to Al-Mashara, et al (2001), most organizations, knowingly or otherwise, are involved in BPR. The pressure for survival in the market and the need to prevent complacency has prompted them to adapt BPR technique. Also, the motivation of adapting BPR technique comes from the desire of organizations to close competitive gaps and achieving superior performance standards.

An organization's success or failure is determined by effective and efficient utilization of resources at its disposal, such as human, material, financial, and information resources. Among these four resources, the human resource is the most important part and crucial of all resources

for the survival of an organization or business firms. The study is guided by the resource based view theory. The essence of the resource based view theory is that competitive advantage is created when resources that are owned exclusively by the firm are applied to developing unique competencies. A firm's aim must be to achieve competitive advantage over its competitors, which it ideally derives from valuable resources that are superior in use, hard to imitate and difficult to substitute. Barney (1991) posits that resources can be classified into three categories: physical capital resources such as plant and equipment, human capital resources such as training relationships and experience, and organizational capital resources, for example, reporting structure, formal/informal planning and controlling. For firm resources to be the source of a sustained competitive advantage, they must pass the valuable, rare, imperfectly imitable, (non-) substitutable) test (Barney 1991). Resources can occur in different forms such as patents, relationships or processes.

The business environment in which National Bank currently operates is unpredictable as changes occur in market growth, customer demand, product life span, technological and above all competition. As a result, customers, competition, and change have taken on entirely new dynamics in the business world. Customers now have choice, and they expect products to be customized to their unique needs. Competition is no longer decided by best price alone, but rather it is driven by other factors such as quality, selection, service, and responsiveness. In addition, rapid change has diminished product and service life cycles, making the need for the bank to be inventive and adaptable. This business environment requires the bank to switch from a task orientation to a process orientation, and this requires re-inventing on how work is to be

accomplished. As such, reengineering will enable the bank to be competitive and be able to achieve its desired objectives.

1.1.1 Concept of Perception

Perception is the attitude a person has towards policies concerned with pay, recognition, promotion and quality of working life, and the influence of the group with whom they identify (Armstrong, 2006). As Arnold *et al.*, (1991) comment, research evidence has shown that people's avowed feelings and beliefs about someone or something seemed only loosely related to how they behaved towards it and thus the study of employees' perception is critical toward formulation and management of policies in an organization. Dash *et al.* (2008) report that the factors of recognition for performing well, chances of promotion, professional growth, compensation and incentive schemes, are perceived as motivating factor. The authors point out that the development of systems of rewards, recognition and career opportunities as one of several critical tasks of management in the information-based companies and in their research, employees named respectful treatment and recognition as one of the six less costly and perhaps more effective 'management levers' to be exercised by management in their efforts to attract, and retain workers since employees consider such factors to be important.

In the opinion of Leigh (2005), one of the root causes of voluntary employee turnover is the lack of recognition. He thus suggests that the firms need not have any specific programs for retention of the employees but what they need to have is a 'reward and award' policy. When the company is growing, unless the person gets due recognition, he is bound to leave. In his opinion therefore, organizations need to adopt a transparent system with regard to the reward and recognitions so that whenever some award is given to an employee, there will be no grudges. Ramakrishna (2002)

opines that recognizing contributions will result in a world class working environment that motivates and propels people to work better and stay on. He contends that the lack of recognition is one of the serious demotivators for the employees of e and as a result most organization in India has introduced better reward and recognition schemes.

1.1.2 Business Process Re-Engineering

Business process reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service, and speed (Chase *et al.*, 2004). Gouranourimi (2012) described business process reengineering as discrete initiatives intended to achieve radically redesigned and improved work processes in a bounded time frame. According to him an organization is considered as a collection of processes characterized as strategic, operational and enabling. Business process reengineering is the approach for redesigning the way work is done to better support the organization's mission and reduce cost. Business process reengineering begins with a high level assessment of the organization's mission, strategic goals and customer needs. Reengineering of business processes leads to fundamental changes in many aspects of an organization, including organizational structure, job characteristics, performance measures and the reward system.

The implementation of successful business process reengineering initiatives requires development of a practical conceptual model and/or methodology which directs the process of innovation and change. Alavi and Yoo (2005) suggested a six-phase comprehensive reengineering model which includes understanding, initiating, planning, programming, transforming, implementing, and evaluating. An organization where application of BPR is being

done is process -oriented, where all processes are identified and given specific names. Each individual is aware of the particular process in which he or she is involved and complete process measurement such as monitoring and control is performed. BPR brings numerous benefits to organizations and companies in which it is implemented. One such benefit is increased effectiveness and efficiency which comes in due to reduced time lag in service delivery; reduced costs as a result of efficiency; meaningful jobs for employees as they understand the underlying processes; flexibility and adaptability help to improve organizational approach to management; and lastly it opens up business growth opportunities (Kapoor, 2011).

1.1.3 Employee Performance

Employee performance refers to behaviors that are relevant to organizational goals which are under the control of individual employees (Bussin, 2002). According to Fletcher (1993) to perform is to produce results much better than expected both in individuals and in organizations. Employee performance is influenced by motivation. Khan (2006) defines employee performance as the degree of accomplishment of the task that makes up an employee's job. According to him job performance is determined by: an employee's capacity, which relates to the extent to which an individual possesses the relevant skills, abilities, knowledge and experience to perform; availability of opportunity to perform; willingness which relates to the degree to which an employee both desires and is willing to exert effort towards attaining some level of motivation to perform. When staff members are available their performance is determined by productivity, responsiveness and competence. These elements are influenced by absenteeism motivation and job satisfaction. To achieve employee performance would require putting in place strategies to improve productivity, responsiveness and competences at all levels in an organization.

A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Ramlall, 2008). Good employee performances and productivity growth are also important in stabilizing our economy; by means of improved living standards, higher wages, an increase in goods available for consumption. According to Hunter and Hunter (2004) crucial in a high employee performance is the ability of the employee himself. The employee must be able to deliver good results and have a high productivity. Hunter and Hunter (2004) also argue that this is something the organization can know at forehand; they can select employees with the required abilities or they can recruit those employees themselves. For performance to be effective, employers should recognize the regiment desires and needs of the employees. According to Koontz (2008) ways in which employee performance can be increased include; proper incentive systems which may be financial or nonfinancial. Financial incentives include; salaries, allowances, overtime payment, bonus and wages, while non-financial incentives include; promotion, medical allowance, training, transport, subsidized housing and meals. This should be after identifying the needs and desires of employees that can be satisfied hence increased performance.

1.1.4 National Bank of Kenya

National Bank of Kenya (NBK) is a commercial bank in Kenya and a large financial service provider serving individuals, small to medium companies, businesses (SMEs) and large corporations. The bank was established in 1968 as a 100% government-owned financial institution. In 1994, the Kenyan Government reduced its shareholding to 68% by selling 32% shareholding to the public. The government further divested from NBK over the years, until its present shareholding of 22.5%, as of October 2010. NBK operates one subsidiary Company,

NatBank Trustee and Investment Services Limited incorporated in Kenya on 21st July 1995 with a Share Capital of Ksh.10 Million (www.nationalbank.co.ke).

NBK provides banking, financial, and related services to the retail and corporate business segments in Kenya. Its deposit and other accounts include current, national saver, student, Pinnacle, Vision, foreign currency, Taifa, Al-mumin, wages, Uchuuzi SME transactional current, and Super Chama accounts, as well as call deposits and fixed deposits. Business via the internet or electronic commerce is providing a competitive advantage for banks by lowering operational cost and providing best satisfaction of customer needs. A strong banking industry is important in every country and can have a significant effect in supporting economic development through efficient financial services. In Kenya the role of the banking industry needs to change to keep up with the globalization movement. This change will include moving from traditional distribution channel banking to electronic distribution channel banking. Given the almost complete adoption of e-banking in developed countries, the reason for the lack of such adoption in developing countries like Kenya is an important research that needs to be addressed. The bank E-banking facilities include Automated Teller Machine (ATM), SMS banking, mobile (m-banking) and Simple-Banking. These devices are making banking very easy and convenient comparable to the traditional way. However, as the bank embraces these new opportunities they have to contend with issues and face challenges that arise.

1.2 Research Problem

The competitiveness of a company is mostly dependent on its ability to perform well in dimensions such as cost, quality, delivery dependability and process time (cycle time or throughput time), innovation and flexibility to adapt itself to variations in demand. Today

organizational development is a continuous process but the pace of change had increased in manifold. This means that in this competitive environment organizations will enhance its competitive advantage in its operation if it effectively design and implement business process reengineering (BPR) selected processes (Bessant *et al.*, 2004). BPR involves rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality, service and speed (Johnson and Scoles, 2008). The benefits of BPR to the organization are numerous however the success of BPR depends to a large extent on the employees as it influences their performance. Therefore, organizations should ensure that their employees are suitably motivated and the technology required for training is available in order to effectively deliver and improve their performance.

National Bank of Kenya operates in an environment characterized by globalization of the economy and the liberalization of the trade markets have formulated new conditions in the market place which are characterized by instability and intensive competition in the business environment. Competition is continuously increasing with respect to price, quality and selection, service and promptness of delivery. Removal of barriers, international cooperation, technological innovations cause competition to intensify. All these changes impose the need for organizational transformation, where the entire processes, and organization climate and organization structure are changed. The achievement of the bank objectives that are fundamental to core business processes, certain values have to be embraced by the bank. Such values are proper communication, training of human workforce, proper formation of teams that are going to perform BPR and committed and strong leadership together with adequate funding. A well-

formed matrix of core business process, objectives of BPR and the norms and culture adopted by organizations have a measurable impact on process time.

Studies that have been undertaken on business process reengineering include Mutua (2010) who researched on the influence of business process reengineering on customer satisfaction in Kenya Power and Lighting Company and established that the company shifted from task based thinking to process based thinking. This helped KPLC respond to the customer needs and in turn improved customer satisfaction. Odede (2013) researched on business process re-engineering implementation and organizational performance at Kenya Revenue Authority and established that that key among the drivers of BPR was involvement of the customer/stakeholder which had the highest rating. The performance dimensions which are improved by BPR included; customer service, process turnaround time, cost reduction, improved technology, competitiveness and revenue growth. Mireri (2010) undertook a study on the factors impacting implementation of business process re-engineering at the Kenya Ports Authority. the findings of the study was that change management issues have not been well articulated at the KPA since some sections have not been reinforced with more people and that not all systems have been harmonized with BPR. The organizational structure has also not changed substantially to reflect new roles and responsibilities which come along with BPR implementation.

Mutua (2013) researched on employee perception on the effects of business process reengineering on the performance of Mara-Ison Technologies. The findings of the study was that perception of employees on the effects of business process reengineering on performance is greatly influenced by the extent of use of business process reengineering and successful

implementation within the organization. The implementation gives employees at Mara-Ison a sense of ownership and at the same time induces preferred workplace guidelines on processes and procedures thus boosting their performance. Achieving order of magnitude improvements that go beyond process level benefits and that impact overall organizational performance depends not only on reengineering business processes per se but also on creating a set of BPR complementary skills, systems and technologies. These set of skills, systems and technologies are necessary to institutionalize and reinforce the redesigned business processes post-BPR implementation. The studies that have been undertaken have mostly looked at the influence of BPR on the organization and not the influence it has on the performance of employees. The performance of an organization is dependent on the performance of its employees and therefore this necessitates a study on the effect that business processes engineering have on the performance of employees. This study seeks to answer the question: what is the perception of employees on the effect of business process re-engineering on employee performance at National Bank of Kenya?

1.3 Research Objectives

To determine employees perceptions on the effect of business process re-engineering on employees performance at National Bank of Kenya

1.4 Value of the Study

The National Bank of Kenya will benefit in that the study will show the relatedness between BPR and the employee performance. The study will help the organization to assess itself and if need be, make use of the final recommendations on how to carry out the processes. Most organizations today, including National Bank of Kenya do not have a separate BPR division

within the human resource department. This means that all HR functions are consolidated within one division which can sometimes become a challenge particularly due to uniqueness of the BPR.

The study may also be of great use to government institutions such as treasury and ministry of finance in coming up with different policies and regulations for the improvement of the banking industry in Kenya. The findings may also benefit other organizations that are facing challenges during the reengineering process. The findings of the study will be of use to trainers in human resource in that it will assist them in knowing the areas, which should be given concentration when training managers on the importance of BPR in their respective organizations.

In the academic field, future researchers can use the study as a reference point if one is researching on BPR and related topics. The research findings will be of value to organizations keen on adopting BPR and individuals in academics as a basis for future empirical and conceptual research which will be helpful in refining and validating findings especially due to current restructuring efforts being undertaken by organizations in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers literature review conducted by the researcher. It includes a review of the various studies conducted by researchers on theoretical foundation, business process reengineering, employee performance and the effect of business process re-engineering on employee performance.

2.2 Theoretical Foundation of the Study

The expectancy theory, suggests that employees are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the reward they receive (Mendonca, 2002). According to Robbins (2003), expectancy theory refers to the strength and attractiveness of individual's expectation of the outcome produced by performance. The attractiveness of expected reward for given input will determine one's motivational soundness according to this theory and whether that reward responds to individual's personal goals. Robbins (2003) explained that there are three relationships; effort – performance, performance – reward and rewards – personal goals which will direct one's behavior. Expectancy Theory predicts one's level of motivation depends on the attractiveness of the rewards sought and the probability of obtaining those rewards (Bohlander & Snell, 2004). If employees perceive that they may get valued rewards from the organization, they tend to put greater effort into work. Expectancy Theory includes three dimensions, say, expectancy, instrumentality and valence, the level of all of which must be high if desired behaviors are looked forward to in employees' work.

Expectancy theory of motivation explains the link between motivation and performance. The theory proposes that performance at individual level depends on high motivation, possession of the necessary skills and abilities and an appropriate role and understanding of that role (Savaneviciene & Stankeviciute, 2010). It is a short step to specify the human resource management practices that encourage high skills and abilities, for example careful selection and high investment in training; high motivation, for example employee involvement and performance-related pay; and an appropriate role structure and role perception, for example job design and extensive communication and feedback. According to Vroom (1964) “the effects of motivation on performance are dependent on the level of ability of the worker, and the relationship of ability to performance is dependent on the motivation of the worker.” The effects of ability and motivation on performance are not additive but interactive. If an employee believes that the effort given will lead to performance which is acknowledged by the management they will try to put their best efforts into practice. This leads to the expectancy that great effort will lead to performance which is noticed and rewarded. Instrumentality is used to explain the suitability of the rewards to performance. If the outcome (rewards) is corresponding to individual’s personal goals a positive emotional attitude towards the outcomes (rewards) will be developed.

2.3 Business Process Reengineering

In order to achieve a performance that may be considered well relative to other firms in the industry, Porter (2000) proposes BPR that requires a firm to identify growth segments, work at achieving operational efficiency and continuously enhance the quality of its products and

services. Employees play a pivotal role in organizational success. Employee performance has been shown to have a significant positive effect on organizational.

The success factors of BPR are leadership, collaborative working environment, supportive management, use of technology and change in management systems.

2.3.1 Leadership

This factor fosters a set of common beliefs that gives value to positive employee performance. It allows change to take place with little resistance. Sharma (2009) believed that top managers should drive changes by providing vision and employees should be responsive. Experts agreed that the important issue to be addressed before reengineering can become a reality is the ease of sharing information between concerned stakeholders. A comprehensive and effective communication plan, with feedback loops for employees must be in place from day one. It is the blood tube for better employee performance. Hammer and Champy (2003) believed that open communication must occur at all levels. Communication of a vision is especially susceptible to conflict as its message is broad and its audience is the entire enterprise in general and employees in particular. It should start well before reengineering and its implementation begins. Transparency is the only way to solve conflict, hurt feeling and damaged relationship that may occur with ill communication. Issues must be addressed honestly and openly as it has contribution for positive employee performance.

Crowe *et al.*, (2002) stated the response in performance for BPR and related aspects can never be same when you put trust and confidence in your workforce. As a manager you should establish inter and intra organizational trust and confidence. The chains interaction reflects the

organizations ability to adapt changes and put maximum effort for better performance. Employees should perform the idea that designed business processes. They are people who best recognize the real problem of existing process and perhaps they may be parties to give constructive suggestions for improvement. There is no other person to call for designing and implementation of a project that is applied by them. With this reason, managers need to respect and use the idea that comes from employees. Furthermore, allowing their participation is a strategy to reduce anticipated resistance and improve their level of performance (Davenport and Short 2000).

2.3.2 Collaborative Working Environment

Collaborative work environment is one of the critical success factors in BPR projects. Employees should work together in the same department or bank, the same time, and interacting in a friendly way with each other. Crowe *et al.*, (2002) and believed in order to work in a cooperative environment, and interact in a friendly way, employees should trust each other, and be assured that the top management recognize their role (recognition among employees). Hoskisson and Turk (2006) emphasized cooperative environment with a friendly interaction, in which employees work in teams, has better chance of performing well than its absence. Hammer and Champy (2003) agreed team working is the heart of BPR where its shape and form varies across situations. A team may be organized temporarily or on permanent basis, members can come from different or same functions, they can participate voluntarily or nominated by superiors. Finally, while the project is implemented team members may or may not be active participants. Facilitating interactions between function and speeding up the design process are the merits

associated with team working as it creates a learning environment where members are encouraged to share knowledge and expertise.

Kolleret *et al.*, (2010) posit that the orientation of members determine how much the organization benefited from team working through members performance. To take the maximum benefit of it, team working requires special effort, management support, and a nurturing environment. Moreover, special training is needed to familiarize people with what team is, how they work, and how they will help the company. Workers need to feel good that the work environment is conducive for better performance. Paper *et al.*, (2001) has explained the kind of environment available in every organization contributes or influences the performance of employees. Other things remain constant; having conducive and cooperative working environment contributes for better employee performance. Hence, every organization needs to assure the environment where employees are working is cooperative.

2.3.3 Use of Information Technology

Information technology is a critical component even a natural partner of BPR. It has a continuous and important role in BPR projects. Motwani *et al.*, (2005) described successful application of IT contributes a lot for fruitful BPR project and employee performance. The use of information technology is to challenge the assumption inherent in the work processes that have existed since before the advent of modern computer and communication technology. They argued that at the heart of reengineering there is the idea of discontinuous thinking. Discontinues thinking is a way to recognize and break away from obsolete rules and fundamental assumptions that underlie operations (Crowe *et al.*, 2002).

Shin and Jemalla (2002) posit adequate understanding of technologies in redesigning business process is essential for proper selection of IT platform forms. Largely effective system architecture, flexible IT infrastructure and proper installation of IT components contributed to build a valuable information technology for better employee performance. IT infrastructure and BPR are interdependent in a sense that deciding information requirements for the new business processes determines IT infrastructure. Building a responsive IT infrastructure is highly dependent on an appropriate determination of business process information needs. Some authors view information technology as the central implementation vehicle of desired employee performance. However, BPR has not really worked as its proponents projected. Davenport and Short (1990) attributed this problem to a lack of understanding of the deeper issues of IT. They claimed if properly implemented IT can improve the competitive position of the organization and employees but wrong implementation may create hurdle response to excellent employee performance.

Duhaime and Grant (2004) notified BPR and IT form an integral system in improving the performance of employees and companies. Basically, IT can save time, improve accuracy, can be used in transferring and exchanging information, reduces or remove errors while performing tasks and gives many more values. Perrow and Davy (2008) notified document management, database and communication networks are technologies that enable employees to function and be successful. It plays more for BPRs' success. Shin and Jemalla (2002) stated linkages between IT infrastructure components are useful for ensuring integrity and consistency between them. It plays a role of reconciling various components while providing a shared IT services that are of certain degrees of effectiveness to support business process application. IT is related to how employees are performing and communicating. The use of up to date communication tools like

e-mail, e-voice, fax, telephone and related products may contribute a lot for the better workforce performance. An organization that effectively uses such tools does have a better opening for success.

2.3.4 Change in Management Systems

Mansar *et al.*, (2003) emphasized human resources architecture should be reengineered to support information sharing and compose better decision. Employees should be assisted in the transition period to make acquainted with the new working environment. Change management involves human and social related changes needed to facilitate the insertion of newly designed processes and structures in to working practice. Adapting appropriate reward system, performance measurement scheme, employee empowerment and provision of timely training & education need to be addressed under these success and failure factor. Duhaime and Grant (2004) noted that staff motivation through a reward system has a crucial role in facilitating employee efforts and smoothing new processes. As BPR brings about different jobs existing reward system are no longer appropriate for the new work environment and employee performance. New incentive system should be widespread, fair and encourage performance among employees. Setting high goals for performance for BPR are important success factors. Thus identifying and setting performance measures are necessary as they indicate level of employee and organizational achievement.

Hammer and Champy (2003) advised people working in a reengineered process should be empowered. As a process, team members are allowed and required to think, interact, use judgment and make decision. Empowerment enables employees to perform crucial things at a place where work is actually done. This notion benefits an organization to make a substantial

amount of improvement in time and efficiency. Through empowerment an organization can promote a sense of self-management and shared teamwork culture (Mansar *et al.*, 2003).

Perrow and Davy (2008) mentioned the design and implementation of BPR results change in employee's job and responsibility. Combining, adding or deleting inputs, jobs, processes or outcome might be the reason. This change may require an extensive training and development of skill, abilities and knowledge in the areas of problem solving, communication, teamwork and customer orientation. Training and education in these areas is imperative if reengineering is to succeed. Resources must be committed to the training effort and support must be provided at all states for individuals who are being trained. This training and education program does have undeniable contribution in employee performance improvement.

2.4 Effect of Business Process Re-Engineering on Employee Performance

The primary objective of BPR is to make business organizations more competitive by improving quality, reducing costs and shortening product development cycles (Hameed, 2011). The application of BPR is intended to have a positive impact in the organization and cause it to have quantum leaps in turnover. Appropriate application of BPR results several jobs being combined into one, employees becoming more involved in decision making, steps in business process are performed in a natural order, and several jobs get done simultaneously (Davison, 2010). Work will be performed where it makes the most sense including at the customers or suppliers sites thus work is shifted across organizational and international boundaries, controls and checks are instituted and other non-value adding added work are minimized. Reconciliation will be minimized by cutting back the number of external contact points and by creating business allowance. Furthermore, BPR improves service quality via delivering speed, such that BPR

improves delivering speed by shortening cycle time in serving a customer, minimizing delays in serving a customer, speed up communication, fastening decision making and shortening the period taken to deliver a service since its request (Al-Mashara, et al., 2001).

Kapoor (2011) argued that BPR brings numerous benefits to organizations and companies in which it is implemented especially increasing organizational effectiveness and efficiency. As all employees are aware of the processes to which they belong, they have a greater sense of responsibility. All processes are completely monitored under the strict control of the management. The net result of this is that employees deliver high quality products to their customers. Besides, BPR helps to improve efficiency. Proper management and control of all business processes reduces the time lag between different processes, which otherwise is quite high causing delays. This in turn reduces the time to market the product to the target customers and gives quicker response to buyers. BPR help create meaningful job for employees. As the time lag of product processing between different departments gets reduced due to the application of business process reengineering, there are more meaningful tasks to be performed by employees. This leads to increase their levels of motivation and the desire to perform well (Foot and Hook, 2009).

BPR implementation significantly impact on the quality and quantity of staff employed by the organization; how the staffs are recruited, selected, trained, manage their careers and promoted. Management roles are also transformed and middle level managers are usually reduced. According to Johnson and Scoles (2006) BPR decisions, like strategy decisions are complex and involves a high degree of uncertainty since they involve major change. The style which depicts the philosophy, values and shared beliefs adopted by managers in the use of their powers are also

affected. Hence the overall impact as a result of successful implementation of BPR initiatives leads to elimination of unnecessary tasks and automating others, alleviation of physical constraints while applying new technology, movement of controls towards customers, reduced customer complaints, empowered employees to make better decisions and the organization is able to achieve its strategic objectives. All these achievements should lead to improved performance, reduced cost and efficiency in service delivery by the organization.

Mutsotso (2010) points out that education and training increase employees' job skills, and their perception towards efficiency and effectiveness in carrying their operations. It further causes employees to exhibit higher feelings of satisfaction, motivation and consequently increase in production. This therefore means organizations that have high capacity building are likely to experience increased performance characterized by a motivated workforce. Skills building initiatives are very important to employees. Hameed (2011) note that the skills building activities performed by organizations indicates that the organization cares for its employees. While many organizations invest in their employees, the employees on the other hand derive job satisfaction from their work which in turn leads to increased employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the proposed research design, the target population, sampling design, data collection and data analysis.

3.2 Research Design

The research design adopted was descriptive research design. According to Cooper and Schindler (2000), a descriptive research design is concerned with finding out the; who, what, where, when and how much. Furthermore, a research design is structured, has investigative questions and part of formal studies. The design was appropriate because the main interest was to explore the viable relationship and describe how the factors support matters under investigation.

Descriptive design method provides quantitative data from cross section of the chosen population. This design provided further insight into research problem by describing the variables of interest. This kind of study was used to determine employee perception of the effect of business process re-engineering on employee performance at National Bank of Kenya

3.3 Target Population

Population is the specific population about which information is desired. Mugenda and Mugenda, (2003), explain that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study. The population of study consisted of all the employees of National Bank who are based at the bank headquarters. As at July 2014, there were 12 top level managers, 48 middle level managers and 700 lower level

cadre employees (Human Resource department records, 2014). In total there are 760 employees in the bank headquarters.

3.4 Sample Design

The researcher used stratified random sampling because of ease of classifying the population into strata. The sample comprised 10% from each stratum of the target population. According to (Mugenda and Mugenda, 1999) a sample of 10% is considered representative. This approach is considered appropriate since it ensured a representative sample. The sample from each stratum was picked randomly. This approach is appropriate since it ensured a representative sample. In order to find the best possible sample, stratified sampling was found to be the best method to use as it provided reach and in-depth information.

Table 3. 1: Sample size

Category	Population	Respondents (10%)
Top management cadre	12	2
Middle level cadre	48	5
Lower level cadre	700	70
TOTAL	760	77

Source: (Researcher, 2014)

3.5 Data Collection

The study used primary data that was collected through self-administered semi structured questionnaire containing both open ended and closed questions. The questionnaire was composed of two sections. Section A covered the demographics of the respondents, section B

established the effect of business process re-engineering on employee performance. There was a follow-up to ensure that questionnaires were collected on time and assistance to the respondents having difficulty in completing the questionnaires is offered.

3.6 Data Analysis

The data collected was analyzed using descriptive statistics (measures of central tendency and measures of variations). Once the data was collected, the questionnaires were edited for accuracy, consistency and completeness. The responses were coded into numerical form to facilitate statistical analysis. Data was analyzed using statistical package for social sciences based on the questionnaires. In particular mean scores, standard deviations, percentages and frequency distribution was used to summarize the responses and to show the magnitude of similarities and differences. Results were presented in tables and figures.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, findings and discussion. The findings are presented in percentages and frequency distributions, mean and standard deviations.

4.2 Response Rate

A total of 77 questionnaires were issued out and only 59 were returned. This represented a response rate of 77%. This response rate was adequate for data analysis and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and over was adequate.

4.3 Demographic Profile

The demographic information considered in the study was respondents' employment cadre, highest level of education attained, age bracket and the length of service with the bank.

4.3.1 Respondents' Cadre

The cadre of the respondents ensured that all the employees' cadres are represented and therefore the findings were representative. The results are presented in Table 4.1.

Table 4.1: Respondents' Cadre

Level of education	Frequency	Percent	Cumulative percent
Senior management	8	14.3	14.3
Middle level management	17	28.6	42.9
Unionisable	34	57.1	100.0
Total	59	100.0	

Source: Research Data (2014)

The results from Table 4.1 indicate that 57.1% of the respondents were unionisable, 28.6% of the respondents indicated that they were in the middle level management category while 14.3% of the respondents said that they were the senior managers in the bank. The results indicate that all the cadres in the bank were represented in the study and this will ensure that their views on the influence of business process reengineering on employee performance were represented.

4.3.2 Respondents' level of education

The level of education was important for the study as it enabled the respondents to indicate a clearly the perceived influence of business process reengineering on employee performance. The results are presented in Table 4.2.

Table 4.2: Respondents' level of education

Level of education	Percent	Cumulative percent
Certificate/diploma	9.7	9.7
Bachelors	35.8	45.5
Masters degree	54.5	100.0
Total	100.0	

Source: Research Data (2014)

The results in Table 4.2 shows that 54.5% of the respondents' highest level of education was masters, 35.8% of the respondents said that their highest level of education was bachelors' degree while 9.7% of the respondents said their highest level of education was certificate/diploma. The results indicate that majority of the respondents were university graduates and above and therefore they understand the relationship between business process reengineering and performance of employees.

4.3.3 Respondents' Age Bracket

The age bracket of the respondents was important for the study in order to establish the influence of reengineering on respondents' age and performance. The results are presented in table 4.3.

Table 4.3: Respondents Age Bracket

Years	Frequency	Percent	Cumulative percent
Less than 30	8	29.7	29.7
30 – 40	15	51.4	81.1
40 – 50	4	13.5	94.6
Over 50	2	5.4	100.0
Total	29	100.0	

Source: Research Data (2014)

The results in Table 4.3 indicate that 51.4% of the respondents age bracket was between 30 and 40 years, 29.7% of the respondents indicated that their age bracket was less than 30 years, 13.5% of the respondents said that their age was between 40 and 50 years while 5.4% of the respondents were over 50 years. The results indicate that all ages were represented although majority of the employees' were middle aged and therefore the study represented all ages.

4.3.4 Length of service with National Bank of Kenya

Duration of service with the bank was important in order to determine the respondents' level of understanding of internal information pertinent to the bank. The results are presented in Table 4.4.

Table 4. 4: Length of service with the company

Years	Percent
Less than five years	13.5
5-10 years	29.7
Over 10 years	54.1
Total	100.0

The results in Table 4.4 indicate that majority of the respondents 54.1% have worked in National Bank of Kenya (NBK) for over 5 years, 29.7% of the respondents indicated that they have worked in the bank for a period of between 5 and 10 years while 13.5% of the respondents indicated that they have worked in the bank for less than 5 years. The results indicate that the respondents have worked in the bank for a longer duration of time and therefore they understand the influence that business process reengineering had on employee performance.

4.4 Business Process Reengineering

Reengineering of business processes leads to fundamental changes in many aspects of an organization, including organizational structure, job characteristics, performance measures and the reward system. All these are geared towards improving the performance of the bank through improved employee performance. The respondents unanimously noted that the bank has undertaken business process reengineering in the past so that they can be able to compete effectively in the changing business environment.

The respondents were requested to indicate employee perception of the influence of business process reengineering on employee performance in which items with means above 3.0 were indicated as having positive influence while items with means below 3.0 indicated negative employee perception on the influence of reengineering on employee performance.

4.4.1 Perceived Influence of Leadership

The leadership of the bank guides the employees towards the achievement of its objectives and therefore effective implementation of reengineering process largely depends on the top management.

Table 4. 5: Perceived Influence of Leadership

Perceived Influence of Leadership	Mean	Std. Deviation
The top management has ensured their effective communication plan	3.8835	.9264
It has ensured that change to take place with little resistance	3.6281	.8075
Top managers of the bank drive changes by providing vision and employees are responsive	3.7628	.7315
Top managers ensures there is inter and intra organizational trust and confidence in the bank	3.5409	1.0118
Top management recognize the role of each employee in the bank	3.5916	.8013

The results in Table 4.5 indicate that the perception of the respondents was positive on the influence of the bank leadership after business process reengineering as there was effective communication plan (mean = 3.8835); top managers provide vision to employees (mean = 3.7628); ensured that change to take place with little resistance (mean = 3.681); recognize the role of each employee in the bank (mean = 3.5916) and that the top managers ensures there is inter and intra organizational trust and confidence in the bank (mean = 3.5409). The results implies that the leadership of the bank was a the forefront in ensuring that the performance of the bank improve through its employees as there was effective communication, little resistance, recognizing the role of each employee and the top management ensuring that there was trust and confidence in the bank.

4.4.2 Perceived Influence of collaborative work environment

Collaborative work environment is one of the critical success factors in BPR projects as it enabled the employees to work together towards a common objective. The results were presented in Table 4.6.

Table 4. 6: Perceived Influence of collaborative work environment

Perceived Influence of collaborative work environment	Mean	Std. Deviation
Employees in the bank interact in a friendly way with each other	3.6706	.9609
Employees in the bank work as a team	3.5118	.9331
The bank undertake training of its employees	4.1471	.8574
The working environment of bank employees is conducive	3.9185	1.1581

The results in Table 4.6 indicate that the respondents were positive on the influence of collaborative work environment on employee performance as the bank undertook training of its employees after reengineering (mean = 4.1471); provision of conducive working employees (mean = 3.9185); employees interacting in a friendly way with each other (mean = 3.6706) and that employees work as a team (mean = 3.5118). It can be concluded that there was collaborative work environment as the bank train its employees on the changes that have taken place in order to work and interact in a friendly way with each other in a conducive environment.

4.4.3 Perceived Influence of Information Technology

The competition in the banking industry has been witnessed in the information technology usage and therefore in order to serve its customers efficiently, the bank ought to adopt the latest technology. This therefore was important for the study as it ensured that the usage of technology would influence the performance of its employees.

Table 4.7: Perceived Influence of Information Technology

Perceived Influence of Information Technology on Employee Performance	Mean	Std. Deviation
It has resulted in employee easier location of customers details in the system	4.2543	.9988
The BPR program has increased the level of usage of information technology in the bank by the employees thus improving their performance	4.1346	.8237
The undertaking of the BPR has lead to the employees being more responsive to the customer needs due to the improved information technology infrastructure	3.8831	.7115
The time taken by the employees to finalize a transaction has been reduced and therefore being able to serve more customers in a stipulated time frame.		.8942
The BPR program has resulted in easy communication among the employees and departments	4.3516	.8750

Table 4.7 shows the distribution of responses on the Perceived Influence of Information Technology, as one of the re-engineering process tool, has had on the performance of employees at NBK. Introduction and employment of information technology in the BPR program has resulted in easy communication among the employees and departments in the bank (mean=4.3516) as well as easing the process of locating customer details in the system (mean=4.2543). The results also shows that application of new information technology program has increased the level of usage of information technology by the employees thus improving their performance in terms of output at the end of day (mean=4.1346). As a result of the application of information technology, the banks' employees have been able to be more responsive to the customer needs (mean= 3.8831) which is due to the ability of the staff to finalize a transaction faster and effectively and consequently being able to serve more customers (mean=3.9157). These results shows that the adoption of modern information technology

infrastructure has improve employee performance in terms of their capacity to communicate with themselves within the organization and also enhanced their capacity to serve customers faster which eventually will lead to improved performance.

4.4.4 Perceived Influence of Change Management System

An organizations business re-engineering programs will affect its employees working environment and for successful implementation of the same program, there is need for an elaborate change management process involving employees to be carried out. Change management involves human and social related changes needed to facilitate the insertion of newly designed processes and structures in to working practice. This section therefore sought to establish whether the organization carried out an effective change management process.

Table 4. 8: Perceived Influence of Change Management System

Perceived Influence of Change Management System on Employee Performance	Mean	Std. Deviation
Employees of the bank were assisted in the transition period to make acquainted with the new working environment	3.7825	.9538
Training and development was undertaken in the bank after reengineering	3.8837	1.0427
New reward system was adopted after reengineering for the new work environment and employee performance	3.7941	.7869
Employees of the bank were empowered after reengineering	3.4419	.8567
Resources were committed for training of employees after reengineering	3.5732	.9164

Table 4.8 shows the distribution of responses on the perceived change management system on employee performance at NBK. The results shows that the bank employees were taken through training and development programs after the reengineering process (mean = 3.8837) and all these programs was aimed at assisting the employees transition from the old system to the new operating environment (mean=3.7825). For the training programs to be successful, the

organization committed resources towards the same program (mean= 3.5732) and after the re-engineering process, the bank adjusted its reward system to commensurate to the new working (mean = 3.7941). Generally, the findings shows that the organization undertaking of the change process before, during and after the reengineering process has not met the expectation of the staff and it therefore means that adoption of a change management process need to be given more attention by the bank.

4.5 Effect of Business process engineering and Employee Performance

The objective of a firm undertaking BPR is to make it more competitive by improving quality, reducing costs and shortening product development cycles. The application of BPR is intended to have a positive impact in the organization and cause it to have quantum leaps in turnover. This section of the question sought to determine the effect that business process reengineering has had on employee performance at NBK. The results are presented in Table 4.9 below.

Table 4.9: Effect of Business Process Reengineering on Employee Performance

Perceived Influence of Business Process Reengineering on Employee Performance	Mean	Std. Deviation
It enables employees to use resources and materials to improve their performance	3.5513	.9904
Employees serve as many customers as possible	3.5197	.9787
Employees actively peruse or initiate projects for the benefit of the bank	4.1835	.5631
Employees develop logical and creative solution to problems	3.9176	.7115
All employees work with other employees effectively	3.7358	.8942
Performance targets are realistic thus achievable	3.5169	.9441
There is a clear employee performance management plan in the organization	3.6501	.8438
The supervisor discusses with their juniors about their weaknesses and how to improve them	3.8302	1.1628
The employees of the bank have been retrained on BPR concepts and skills in order to contribute towards success of BPR	4.0558	.9781

The result findings in Table 4.9 show that BPR has enabled employees to develop logical and creative solution to problems (mean= 3.9176); facilitated harmonious working relationship among the staff (mean= 3.7358) and also facilitated employees to actively initiate independent possible projects that the bank can undertake in a given area without much prompting (mean=4.1835). The changes in the operating environment has enabled the supervisors to discuss with their juniors about their weaknesses and how the same can be remedied (mean= 3.8302) due to the change in the banks operating culture. In addition, it was found that the BPR process undertaken by the bank has enabled its employees to use resources and materials to improve their performance (mean= 3.5513) and also enabled employees serve as many customers as possible

which will lead eventually to increased performance of the bank. From these results, it is evident that the employees have appreciated the benefit that the business process reengineering undertaken by the bank has had a positive effect on their performance in terms of quality and volume of performance.

4.6 Discussions

As organizations seek to enhance their competitive positions in an increasingly global marketplace, they are discovering that they can cut costs, maintain quality and improve their performance by undertaking business process reengineering programs. However, to be able to achieve this, the service delivery process need to be carefully defined, negotiated, and agreed upon considering involved parties' needs, wants and preferences. The study found out that the bank undertook restructuring by disposing of non-core assets, outsourcing of key services, change in executive management, defining, a set of core values, a mission statement and vision as well as by re-branding and restructuring of non-performing loans portfolio. This results are consistent with Bowman and Singh (1998) findings that organizational restructuring involves significant changes in the organizational structure of the firm, including redrawing of divisional boundaries, flattening of hierarchic levels, spreading of the span of control, reducing product diversification, revising compensation, reforming corporate governance and downsizing employment.

The study found out that restructuring at NBK was undertaken in order to respond to market changes and competition. This findings are consistent with Amburgey et al., (1990) findings that a firm needs to reorganize its activities in order to remain competitive as well as retain existing customers and attract new ones. Perrow and Davy, (2008) in their study noted that organizational

restructuring provides potential for better integration and improved performance of firms through improved staff performance. Organizations with designs that facilitate information processing and accurate decision making should exhibit higher performance when faced with crises as well as in other situations. This was consistent with the findings of the study which established that restructuring has facilitated information processing which reduced error rates and re-works impacting positively on customer service while empowerment at various management levels has promoted accuracy in decision making.

Organizational restructuring enhances the prospects for improved performance for firms. Bowman *et al.*, (1999) found out that the intermediate effects of restructuring are emphasis on cash flows and changes in managerial incentives. In the case of organizational restructuring, these effects could be in form of greater employee satisfaction, reduced turnover, increased efficiencies and better communication and therefore improved performance. These findings were in tandem with the findings of the study which established that restructuring the performance of the bank has improved considerably year by year, reduction of operating costs, non-performing loans and growth in shareholder value (Profit & Return on Capital).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings and analysis of chapter four. It sets out to discuss the summary of the findings, draw conclusions, limitations of the study and make recommendations.

5.2 Summary

The study found out that the bank has undertaken organizational restructuring that involves change of the bank top management team which brought about a new leadership style, the level of collaborative work environment was changed, adoption of information technology in the work process as well as introducing the change management programs to adjust the employees to the new working plans. The employees of the bank were involved in the process in order to ensure that all they are aware of the changes being introduced in the bank. Communication with the employees is essential for effective implementation of business reengineering and this was achieved by the bank through cascading the process down the staff and incorporating their ideas on how best to implement the process. The message of restructuring was communicated to the employees through staff newsletters, memos, internal circulars and workshops.

The study further found out that restructuring has an effect on employee and organizational performance. The study established that organizations leadership plays an important role in facilitating internal communication process during the restructuring process, driving changes through providing vision and employee's responsiveness to the demands of restructuring. The

bank embraced the use of technology in its process in order to increase its market, improved brand image, more visibility, optimal staffing and improved customer service.

With undertaking of the restructuring process in the bank, the collaborative working environment was found to have improved through; improved employee interaction of employees in a friendly way; improved teamwork and conducive work environment. The use of information technology resulted in employee easier location of customer's details in the system as well as led to the employees being more responsive to the customer needs due to the improved information technology infrastructure. Generally, the business process reengineering has received positive reviews from the employees since it has affected positively their and firm performance.

5.3 Conclusion

It can be concluded that restructuring has an effect on employee performance through reduced transaction completion time, working environment, customer service speed, enhanced interaction among the staff and eventually leading to growth in shareholder value (profit & return on capital). Restructuring increases the market share of the company through marketing, use of technology, improved brand image, more visibility, optimal staffing and improved customer service. The communication process adopted is essential for effective implementation of restructuring process. Employees accepted cooperative working environment indicators positively. Employees' friendly interaction, confidence and trust on peers, team working and problem solving are very important for one's better performance and these attributes were found to have been enhanced by the organization undertaking the BPR process.

The study has found that BPR improves delivering speed in service organizations. The findings are in line with the idea that BPR improves delivering speed in service organizations as identified in focused literature review. It is therefore concluded that BPR is an important technique to be adopted by service organizations to improve business processes for enhanced delivering speed, which in turn reduces time taken to service customers. For an organization to become profitable it must put in place strategies that position itself in market dominance and improve the firm's overall performance. However, to be able to achieve this, the service delivery process need to be carefully defined, negotiated, and agreed upon considering involved parties' needs, wants and preferences. Organizational restructuring has been recognized as a vital tool to confront the competitive pressure in the market and also as a tool of improving the performance of these firms.

5.4 Limitations of the Study

The study was undertaken at National Bank alone and therefore there was no room for comparison of findings with other commercial banks. The interviewees were the top management employees at NBK and therefore there was no room to compare divergent views. Some respondents were suspicious of the study although were assured on confidentiality of the information. Limited accessibility to information in the bank due to confidentiality being maintained which strained accessibility of data there was also a lack of cooperation from some staff during interviews as they had to go out of their work schedule to respond. The limitations however did not affect the data collected to undertake the study.

5.5 Recommendations

The competition in the banking industry has seen commercial banks undertake drastic decisions in the course of their business and it is recommended that the government and the central bank should come up with policies that will ensure that the commercial banks undertake business operations that are above board and also they should ensure that there is strict monitoring of their operations during and after undertaking the business process reengineering.

Restructuring is aimed at increasing efficiency, enhancing competitive advantage, achieving synergy and improving firm value. It was also realized that restructuring played a significant role on the performance of employees. Thus, for restructuring to be a success, management needs to take employee needs and concerns into consideration. The inclusion of employees in planning and implementation of strategies, enables an organization to use its inherent knowledge in moving theory into practice. There is need for organizations to; involve the staff and explain how they will be affected, improving communication, looking for ways to motivate staff, involve the stakeholders, adopt a positive attitude and try to do exactly what the restructuring has done as what they would do differently if they were in charge of the restructuring process.

5.6 Suggestions for Further Study

The study was undertaken on the National Bank only. Every organization has its uniqueness on culture, staff, structure, resources and the environment it operates in. A similar study should therefore be done on other commercial banks operating in Kenya. This will shed more light on the effect of restructuring on performance of the commercial banks.

The study needs to be carried out on the other mitigating actions to be taken so as to complement and sustain restructuring in order to ensure that the impact of restructuring does not decline with

time as shown in the study. In addition, a study needs to be undertaken to determine the exact time frame of the impact of restructuring so as to determine the most appropriate time for the next restructuring exercise for optimum implementation. This would enable firms to have a time table for subsequent restructurings in advance to avoid time crushes and poor implementations as this gives the firms ample time to prepare in advance for the restructuring. Moreover, a similar study needs to be conducted in a different industry to see the practical applications of the findings in the particular industry.

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7. To what extent has leadership of the bank influenced the performance of employees in the bank? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

Leadership	1	2	3	4	5
The top management has ensured their effective communication plan					
It has ensured that change to take place with little resistance					
Top managers of the bank drive changes by providing vision and employees are responsive					
Top managers ensures there is inter and intra organizational trust and confidence in the bank					
Top management recognize the role of each employee in the bank					

8. To what extent has collaborative working environment of the bank influenced the performance of employees in the bank? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

Collaborative working environment	1	2	3	4	5
Employees in the bank work together and interact in a friendly way with each other					
Employees in the bank work as a team					
The bank undertake training of its employees					
The working environment of bank employees is conducive					

9. To what extent do you agree with the following regarding the influence of business process automation on employee performance in the bank? Use 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly agree.

Business process automation	1	2	3	4	5
It has resulted in employee easier location of customers details in the system					
The BPR program has increased the level of usage of information technology in the bank by the employees thus improving their performance					
The undertaking of the BPR has lead to the employees being more responsive to the customer needs due to the improved information technology infrastructure					
The time taken by the employees to finalize a transaction has been reduced and therefore being able to serve more customers in a stipulated time frame.					
The BPR program has resulted in easy communication among the employees and departments					

10. To what extent has change in management systems of the bank influenced the performance of employees in the bank? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4-Great extent, 5- Very great extent

Change in management systems	1	2	3	4	5
Employees of the bank were assisted in the transition period to make acquainted with the new working environment					
Training and development was undertaken in the bank after reengineering					
New reward system was adopted after reengineering for the new work environment and employee performance					
Employees of the bank were empowered after reengineering					
Resources were committed for training of employees after reengineering					

11. To what extent has the adoption of business process engineering influenced the performance of employees in the bank? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4-Great extent, 5- Very great extent

Business process engineering and Employee Performance	1	2	3	4	5
It enables employees to use resources and materials to improve their performance					
Employees serve as many customers as possible					
Employees actively peruse or initiate projects for the benefit of the bank					
Employees develop logical and creative solution to problems					
All employees work with other employees effectively					
Performance targets are realistic thus achievable					
There is a clear employee performance management plan in the organization					
The supervisor discusses with their juniors about their weaknesses and how to improve them					
The employees of the bank have been retrained on BPR concepts and skills in order to contribute towards success of BPR					

THANK YOU FOR YOUR TIME