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Assessing The Role Of Key Factors In The Success Of Business Process Reengineering: A Study In The Palestinian Context

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Thesis Approval

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This accomplishment is as much yours as it is mine. I am profoundly grateful to have each of you in my life.

With all my love and gratitude,

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Abstract

Research Aim: The research aims to study process re-engineering in the Palestinian private sector. To find out the reasons why companies execute BPR strategy and how to plan for it. In addition to studying five main variables that affect the results of process reengineering. (Business Process Re-engineering implementation level, Top Management Support, Communication level, Business Rethinking, Process Formatting) exploring the relationship and significance of the variables with the results of business process re-engineering.

Study Population: The study population was Palestinian private sector big corporates, and a sample of 250 companies was taken from them to conduct the research. (250) questionnaires were distributed to top management staff, and (197) questionnaires were retrieved, with a retrieval rate of (78.8%).

Methodology: analytical descriptive approach collected primary data through a self-administered questionnaire and conducted analysis using SPSS.

Results: The research concluded several results:

1- The score related to the dependent variable (Result of business process reengineering) was very high (89.4 %)

2- There is a positive correlation between the independent variables and the dependent variable (result of business process re-engineering) as follows: (top management support 89.7%, communication level 83.8%, business process re-engineering implementation 83.5%, process formation 62%, Business rethinking 67.2%).

3- The extent of applying process re-engineering is very high in Palestinian companies 83.5%, but it appears through research that process reengineering is not based on

operations radical change, which appears from the moderate average of the two variables (Process Formatting 62% and Business Rethinking 67.2 %)

4- The most important reasons for Palestinian companies to carry out process re-engineering are to reduce costs, improve quality, improve customer satisfaction, and increase operational flexibility.

Recommendations: The research has arrived at several recommendations, with the most significant ones being:

1- Increase efforts in the planning stages before implementing business re-engineering. Palestinian private companies spend more efforts in implementing business re-engineering than in planning it, and this is evident in the very high level BPR implementation level while the dimension of business rethinking and process formatting had a moderate level of importance.

2- Increase research and development activities with the aim of making radical improvements in services and increasing the level of innovation in the services provided by companies. by following up on global and local changes, especially related to artificial intelligence and technological developments.

3- Encourage greater employee participation during the initial planning phases of change by fostering a secure environment where employees can openly contribute their ideas, plans, and insights regarding work-related opportunities and challenges. This recommendation is especially pertinent since the majority of Palestinian companies typically adopt a top-down approach when planning for change.

4- In addition to the great focus on reducing expenses. The need to pay attention to other reasons for conducting process re-engineering, such as building a competitive advantage

and improving customer satisfaction, which are strategic options to ensure the survival of companies' and their continuity in competition.

Keywords: Business Process Reengineering, Business rethinking, Process formatting, BPR implementation level, communication level, Top management support, BPR results.

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List of Abbreviations

BPR	Business Process Reengineering
BR	Business Rethinking
PF	Process Formatting
TMS	Top Management Support
BPR Res	BPR Results
BPR Imp.	BPR implementation level
Com.	Communication level

Chapter One

Introduction

1.1 Introduction

In an era marked by innovations in artificial intelligence and automation, change will be inevitable in how organizations will operate in the future. The McKinsey Global Institute has projected that automation has the potential to displace a substantial number of individuals, ranging from 400 million to 800 million worldwide by the year 2030. This estimate is based on the fact that today's technologies can automate at least one-third of the core activities within 60 percent of occupations. This transformation signifies significant changes and evolutions in the workplace (Manyika et al., 2017). Furthermore, Lund et al. (2021) conducted a study on the future of work in the aftermath of the Covid-19 pandemic, concluding that it has accelerated ongoing trends in automation, remote work, and e-commerce. This acceleration has been facilitated by a reduction in resistance to change, which is a critical factor that often challenges effective change management and can lead to its failure (Habib, 2013; Fasna & Gunatilake, 2019). While automation is expected to boost productivity and efficiency, it is also anticipated to transform workforces and business processes significantly.

Business Process Reengineering (BPR) is one of the change management approaches used by corporations and has been presented as a solution for corporations to enhance their productivity; improve their efficiencies and gain a competitive advantage in this continuous changing world (Fetais, Aljazzi, et al, 2022).

The research will address previous studies on process re-engineering in the body of knowledge, especially in the Arab and Palestinian context, in an attempt to compare the

research results with the results of previous research. Looking at previous studies, it becomes clear that the reasons for undertaking process re-engineering have been studied, such as technological changes, improving efficiency, reducing expenses, improving quality, and other motives. We will compare these reasons with the reasons for undertaking process re-engineering in the Palestinian context.

Furthermore, there is a variance in previous studies in defining the nature of business process reengineering work. BPR was presented from the beginning by Hammer (1990) and Champy (1993) as a strategy to deal with change by making radical changes. A.Harika et al. (2021) and Scekic (2011) also believes that process re-engineering must be done by radical changes in the way work is done. While other researchers Altinkemer (2011) and Goksoy et al. (2012) believe that process reengineering is based on making improvements and enhancements on existing processes to bring about the desired change results. In this research we will find out the nature of process re-engineering in the Palestinian context. Do Palestinian private sector companies radically change current processes, or do they improve and develop current processes?

Unlike most research that is based on studying the impacts of process reengineering on corporates, this research will study some of the main variables that affect process reengineering itself, which is an area of research that has not been adequately researched in previous studies in general and in Arab studies in particular, in addition to the importance and relationship these variables have on process reengineering results.

This chapter will introduce the study by first examining the context and the background, followed by the research problem, the research aims, questions and objectives, the significance and finally the limitations.

1.2 Research Problem:

Business Process Reengineering (BPR) stands out as a crucial management tool capable of delivering substantial improvements and enhancing organizational competitiveness, provided it is implemented thoughtfully (Goksoy & Vayvay, 2012). In the present-day competitive landscape, BPR is widely acknowledged as a potent managerial instrument for reducing costs by scrutinizing and redesigning organizational processes, particularly in response to technological and marketing shifts (Omidi and Khoshtinat, 2016).

Despite the agreement regarding the benefits of BPR in change management and its positive outcomes, there is not enough research in the Arab context in general and in the Palestinian context in particular.

1.3 Research Aim:

Given the lack of research regarding business process reengineering in Palestinian context, this study will aim to identify and evaluate the BPR approach utilized by Palestinian private corporations in the west bank as a change management approach.

The research aims to enrich the literature on the subject of BPR and reduce the knowledge gap by getting to know more about the subject of the research and discussing the characteristics and details of the process engineering process in the Palestinian context.

Furthermore, the research will tackle five key factors that affect BPR (process formatting, business rethinking, top management support, communication level and BPR implementation level) and what is their impact on the result of implementing BPR.

1.4 Research Objectives:

In order to achieve the research aim, this study will address the following objectives:

Objective 1: To identify main reasons that drive companies to conduct BPR.

Objective 2: To identify the relationship between BPR results and top management support.

Objective 3: To identify the relationship between BPR results and communication level.

Objective 4: To identify the relationship between BPR results and business rethinking.

Objective 5: To identify the relationship between BPR results and process formatting.

Objective 6: To identify the relationship between BPR results and BPR implementation level.

1.5 Research Questions:

In addition, the research questions that are directly related to the research objectives will try to answer:

Question 1: what are the main reasons that drive companies to conduct BPR?

Question 2: what is the relationship between BPR results and top management support?

Question 3: What is the relationship between BPR results and communication level?

Question 4: What is the relationship between BPR results and business rethinking?

Question 5: What is the relationship between BPR results and process formatting?

Question 6: What is the relationship between BPR results and BPR implementation level?

1.6 Research Significance:

The focus of previous studies was on the results of applying process reengineering, this study will contribute to the body of knowledge on Business Process Reengineering by

evaluating BPR key factors that affects the results of BPR itself. This will help in addressing the current shortage of research area and provide practical value to private corporations in managing change.

In addition, this research will explain the reasons that urge Palestinian private companies to implement process re-engineering and how it is planned.

1.7 Research Limitations:

- This study is limited to management level at private sector companies in Palestine.
- Data was collected during special period while Corona pandemic.
- The sample size was rather small to build a model.
- The study didn’t include variables that might affect BPR performance.

Chapter Two

Literature Review

2.1 Business Process Reengineering Definition

The concept of Business Process Reengineering (BPR) has evolved over time, with its early proponents, Davenport and Short (1990) and Hammer (1990), defining it as the analysis and restructuring of work processes within and across organizations. Subsequently, Hammer and Champy (1993) catalyzed a profound reevaluation and transformative redesign of business processes, targeting significant enhancements in critical performance metrics like cost, quality, service, and speed.

Petrozzo and Stepper (1994) contend that BPR encompasses the simultaneous overhaul of processes and their associated information systems to achieve substantial improvements in time, quality, cost, and the way customers perceive a company's services and products.

On a different note, Lowenthal (1994) characterizes BPR as a radical reimagining and reconfiguration of organizational structure and existing processes, with a primary focus on the organization's core competencies, all aimed at achieving dramatic improvements in overall organizational performance. The radical approach to BPR was marked as the only means of salvation for organizations stuck in outdated and outmoded business processes (Valentine and Knights, 1998).

2.2 Conflicting Opinions on the Definition of BPR

To clarify further and to avoid confusion in understanding, there is a difference in the literature clarifying the concept of BPR approach. While there are authors who believe

that it is based on a radical change of processes and starting over. There are authors who believe that the BPR approach can be done by modifying the existing processes without starting over.

Scekic (2011) also support this opinion as he views BPR as a radical overhaul of processes aimed at improving economic efficiency. Radical implies starting from scratch rather than modifying existing processes. In a more recent study by A. Harika et al. (2021) agrees with the opinion that Business process reengineering is based on radical change rather than improving current processes. Suggesting that the change should be exceptionally serious from a blank paper to brand new method. the study came up with technical definition that Business Process reengineering demands revolutionary remake of key business processes to generate radical enhancements in time, consistency, and efficiency. In contrast to Hammer and Champy's approach, which doesn't take into account the existing processes when designing new ones, Goksoy et al. (2012) advocate for a thorough analysis and redesign of current processes and their workflow problems as a solution. They argue that examining the current processes and understanding the underlying issues before the redesign phase doesn't stifle the creativity of the reengineering team; instead, it provides awareness about potential enhancements.

Altinkemer (2011) also presents BPR definition as a reformatting current process with the goal of enhancing key business areas and bringing about positive changes in performance metrics such as cost, speed, and quality. This opinion suggests taking into consideration the current operations in the organization and trying to build on them, in contrast to previous opinions that required starting over.

In conclusion, there are studies that believe that process re-engineering must radically change the organization's operations, and other studies believe that process re-engineering is based on enhancing current operations.

Although more research supports the methodology that process re-engineering must be based on radical change, the results were different in the Palestinian context. As the study concluded that process re-engineering is done by enhancing current processes to achieve improvements in key areas of cost, quality, efficiency, and operational agility.

2.3 BPR Implementation Level

Over the years, researchers added to the body of knowledge regarding BPR trying to find the best frame to implement BPR approach. Fasna. & Gunatilake. (2019). modified a conceptual process for BPR implementation level which is derived from previous research by (Radhakrishnan & Balasubramanian 2008) and (Emerie-Kassahun. & Molla. 2013). This modified framework consists of three main phases; each phase contains various activities to complete it.

1- Pre-process reengineering:
    a- Preparing for reengineering.
    b- Mapping and analyzing the current process to select the most suitable process for redesign.
    c- Design the future processes.
2- Implementation:
    a- Test prototype.
    b- Implement new changes.
    c- Deal with resistance to change.

3- Post-process reengineering:

Continuously improving.

2.4 BPR Tools and Techniques

O'Neill & Sohal (1999) provided a concise overview of essential BPR tools and techniques that corporations can employ to implement a process reengineering approach:

- Process Visualization: Success in reengineering hinges on crafting a clear vision of the process.
- Benchmarking: Benchmarking plays a pivotal role in reengineering as it enables the visualization and development of processes that have proven effective in other organizations. It's worth noting that Habib (2013) criticized this technique, arguing that BPR should be a tailored solution, and copying competitors' processes may lead to BPR failure.
- Customer Focus: A core objective in Business Process Reengineering (BPR) is to reshape processes from the customer's perspective, with the primary aim of enhancing performance from the customer's viewpoint.
- Process Mapping/Operational Method Study: This tool involves graphically representing processes, clarifying inputs, outputs, actions, and interactions between functions.
- Change Management: Recognizing the human dimension of process reengineering, particularly in managing organizational change, is crucial. Inadequate change management can result in resistance to change, putting the primary objective of BPR at risk.

2.5 BPR Objectives

Over the years, the Business Process Reengineering (BPR) approach has gained widespread popularity as a strategic method for improving business processes. BPR stands as a crucial tool for managing change, enabling the examination and redesign of business processes to enhance cost management and service efficiency, as highlighted by Lindsay et al. (2003) and Abdolvand et al. (2008).

As the competitive landscape transitions from prioritizing quality and cost to placing greater emphasis on responsiveness and flexibility, the importance of process management is increasingly acknowledged, as highlighted by O'Neill and Sohal (1999). Hammer and Champy (1993) succinctly outline three primary reasons why companies should adopt Business Process Reengineering (BPR) as a strategic planning approach:

- Escalating competition driven by evolving customer demands.
- The relentless and rapid pace of change.
- The diversity and segmentation of customers, who are increasingly inclined towards consultation.

Furthermore, As outlined by Pokrajac (2010), there are four primary dimensions of reengineering:

• Reducing costs

• Enhancing quality

• Boosting production capacity

• Accelerating work operations

Also, Business Process Reengineering (BPR) is acknowledged as a potent managerial tool in today's competitive marketplace, aimed at reducing operational costs through the scrutiny and overhaul of organizational processes, as emphasized by Omidi and

Khoshtinat (2016). In the swiftly evolving business landscape characterized by heightened consumer expectations, the design and implementation of comprehensive business processes have gained paramount importance for organizations striving to attain the desired levels of business performance. Scholars such as Altinkemer et al. (2011), Kohlbacher and Gruenwald (2011), Low et al. (2015), and Sehgal et al. (2006) have highlighted this need.

BPR serves as an approach for analyzing an organization's business processes and recommending necessary modifications to align with strategic objectives and enhance overall performance, as elucidated by MacBryde et al. (2012).

2.6 BPR in Arab Context from Previous Research

Here we will review previous studies that discussed the research topic in Arab context, the most important axes on which it was based on and show the results that were concluded. It is noted that most previous researches in the Arab context were based on studying the impact of process reengineering on companies. Hence, there lies an additional advantage of this research, as it examines the factors that affect reengineering itself and not just its results, which will add to the body of knowledge by learning more about the characteristics of process reengineering in terms of what affects it and its results as well.

There is a consensus in previous Arab studies on the positive effects of process reengineering on institutions, as it has been shown from these studies that applying process reengineering leads to an improvement in key performance indicators such as competitive advantage, efficiency, and cost reduction.

In a research done on Jordanian Islamic banking sector Maharmeh & Al Jbour (2023) studied the impact of business process reengineering on shifting the focus to meet customers needs by reengineering banks processes. The findings indicates significant influence on cost, quality and speed of operations. As business process reengineering helped in implementing radical changes and increased efficiency in the Jordanian Islamic banks.

In a similar study on banking sector in Libya, Hokoma & Mabrouk (2016) studied the possibility of enhancing performance levels by applying business process reengineering. Their findings showed that after applying BPR there were improvements in customer services and cost reduction. Also, the research recommend that organizations should allocate all available resources for adapting BPR and ensure top management support to increase profitability and customer satisfaction.

Another research on BPR was done on Pharma international company in Jordan to evaluate its impact on organizational performance. Alrawajihalbgoom & Almahirah (2022) found that business process reengineering has a significant impact on rebuilding organizational culture and empowering employees.

Hadjira & Hiba (2023), studied the impact of communication level on reengineering results in Algeria.

The research addressed the correlation between BPR and Information and communication Technology (ICT) and came up with several findings that support the importance and correlation between ICT and reengineering. highlighting the great importance of formal communication level in reducing time, effort and cost.

Furthermore, research by Harireche (2023) on telecom industry analyzed business process reengineering and IT in enhancing corporate value. There was a strong positive

correlation between Business process reengineering and IT, as BPR supported by IT had positive impact on profitability, competitive advantage and controlling costs. As well as applying BPR had significant effect on enhancing efficiency and organizational image.

2.7 BPR in Palestinian Context from Previous Research

Studies in the Palestinian area are extremely limited in terms of number, geographical area, and BPR aspects. Most of the previous research papers regarding BPR in the Palestinian context were done in Gaza strip between 2016 and 2018. The research papers addressed BPR components and readiness of Gaza strip universities and companies for BPR approach.

At the same time, Palestinian authors how wrote about BPR recommended further studies should be conducted in the Palestine context to better assess the requirements and implementations of Business process reengineering. (FarajAllah, et al 2018, Abu Naser & Al Shobaki 2016).

Abu Naser & Al Shobaki (2016) did research on Palestinian universities in Gaza strip that studied the role of enhancing the use of decision support systems for re-engineering of operations and business. According to the study universities in Gaza do not have a tendency for reengineering operations.

The study revealed that top management support has no significant impact on the use of decision support systems in Gaza strip universities. Researchers recommend the universities to start implementing BPR for improvement as soon as possible and focus on developing infrastructure and information technology to keep pace with techniques of modern systems and technological tools.

In addition, Al Shobaki & Abu-Naser (2017) studied the reality of applying reengineering processes in Gaza universities taking AL Azhar university as a case study. The main reason for the research is to study the readiness of Al Azhar university employees to accept BPR addressing the demographic data (age, gender, qualifications and years of service, there were no statistically significant differences and a general approval for the concept of operations reengineering. Al Shobaki & Abu-Naser recommended increasing the human capabilities to apply BPR through staff participation in the planning process work on the use of team of employees who have been trained to participate in the reconstruction of the administrative processes. Also, they emphasized convincing Senior management of the university in the change and the process of reengineering.

Similarly, FarajAllah et al. (2018) studied the impact of human resource and technological requirement in process reengineering for Palestinian industrial companies working in Gaza strip. The study's key conclusion highlights the significant influence of human resources and information technology on BPR planning, aligning with the findings in previous literature reviews. Simultaneously, FarajAllah et al. (2018), the same authors, conducted another study focusing on the availability of BPR prerequisites (technological, human resources, and regulatory) in Palestinian industrial companies. Their findings indicated a high readiness for process engineering requirements, underscoring the importance of involving senior management in modern management approaches, including business process reengineering.

In summary, research on business process reengineering in the Palestinian context has addressed the subject from limited perspectives, which is understandable given the limited number of studies. These studies have predominantly centered on the readiness

and prerequisites for executing the process engineering process. In contrast, the actual implementation of the strategy has received less attention.

In conclusion, this research contributes significantly to the body of knowledge regarding BPR in the Palestinian context, where studies on this subject are scarce. Additionally, considering that this management approach was originally developed to navigate change and unstable conditions, it is especially pertinent to examine its potential for success within the politically and economically unstable Palestinian context, characterized by continual changes.

What distinguishes this research from previous researches in the Palestinian context is that it studies a new population that has not been studied previously, which is Palestinian private sector companies. While previous research studied the educational sector and the non-governmental sector, this research will contribute to learning more about the process re-engineering in private sector companies. This will help private companies to learn about the nature of process re-engineering in the Palestinian context and learn more about the reasons that drive companies to implement it and the role of each of the researched variables on the results of process re-engineering.

2.8 Defining Variables:

From previous research on variables that affect the success or failure of process re-engineering, the researcher chose five variables to study their impact on the results of process re-engineering as a tool for change management.

The dependent variable that will be investigated will be BPR results. And the independent variables will be the following:

1- Top Management Support.

2- Process formatting.

3- BPR implementation level

4- Business rethinking.

5- Communication Level.

Figure1 shows the model used by researcher to assess the relationship between the dependent variable and the independent variable.

It is of great importance to understand the intended meaning of the five independent variables being investigated in order to know their effect on the dependent variable (BPR results).

1. **Business Rethinking**: Searching for new and innovative methods of performing operations and moving away from traditional practices. According to A. Harika et al. (2021) BPR is essentially motivating and innovative way that is done in a systematic procedure. Moreover, for BPR projects to be successful it is also essential that they are implemented in consistent with the company's overall strategy. If BPR projects and the company strategy do not complement each other, it is likely to achieve short-term performance enhancements rather than long term performance improvements. That is why corporations should emphasis the harmony between BPR efforts and the company's strategy.
2. **Process Formatting**: reformatting processes must be radical and innovative, not just improvement of current work methods. Hammer and Champy (1993) business process as set of activities having one or more inputs to give a value to the customer.
3. **BPR implementation level**: The degree of execution of process re-engineering in the organization. Lack of proper implementation level has been identified as one of the main reasons for high failure rate of BPR projects (Abdul-Hadi et al., 2005). Hence,

some studies suggest that organizations should not conduct BPR before a comprehensive analysis of all phases and stages of the project (Dennis et al. 2003; Schniederjans & Kim. 2003).

4. **Top Management Support**: the extent of top management support for process reengineering approaches and strategies. There are common factors for success mentioned and studied in previous literature. Goksoy, Ozsoy, & Vayvay. (2012) summarized the Key success factors of reengineering processes indicating that the most important ones are top management commitment and support, communication level, and the composition of a suitable reengineering team.
5. **Communication Level**: The degree of communication level during the implementation of process re-engineering. According to Habib (2013), BPR key failure factor is resistance to change. Communication is crucial to the implementation of BPR It is vital to provide the needed and satisfactory information before implementing the change and during the change so that employees will have the precise information and know what to presume from change with the right reasoning. Stating the need for change and benefits gained through BPR before the implementation of reengineering project, helps employees have a detailed knowledge of the project, understand the need of change and as a result reduces the resistance likely to come from employees. Goksoy et al. (2012) stated that poorly managed change communication leads to rumors and resistance to change and overstating the negative features of the change.

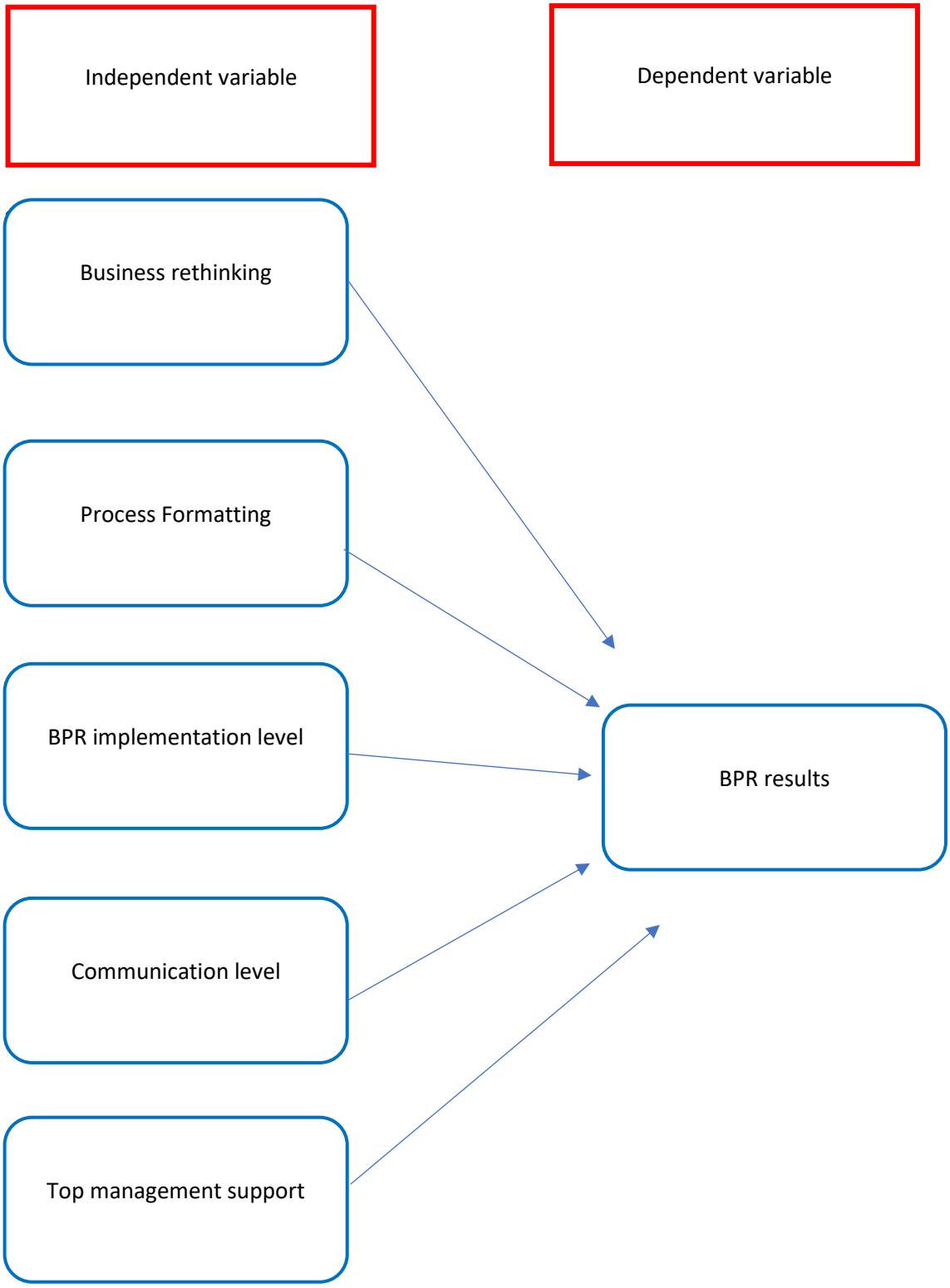

Figure 2.1: Research Theoretical Model

2.9 Research Hypothesis:

Upon reviewing the literature on Business Process Reengineering (BPR), it becomes evident that multiple variables can influence the outcomes of process re-engineering, the researcher will investigate the impact of five key factors in the Palestinian context: Business Rethinking (BR), Process Formatting (PR), BPR Implementation level (Imp), Top Management Support (TMS), and Communication level (Com).

To address the primary research questions and achieve the study's overarching objectives, the following hypotheses have been formulated:

Main Hypothesis:

There is no statistically significant difference, at a significance level of $\alpha \leq 0.05$, between the strategies and approaches of Business Process Reengineering (BPR) and the resulting outcomes (Res) of BPR.Sub hypotheses:

- Business rethinking (BR) affects BPR results (Res) positively.
- Process formatting (PF) affect BPR results (Res) positively.
- BPR implementation level (Imp) affects BPR results (Res) positively.
- Top management support (TMS) affects BPR results (Res) positively.
- Communication level (Com) affects BPR results (Res) positively.

Chapter Three

Research Methodology

3.1 Introduction

The study's methodology and procedures are considered the major axis through which the applied aspect of the study is accomplished, and through it, the data required to conduct the statistical analysis are obtained to reach the results that are interpreted in the light of the study literature to the subject of the study. Thus, achieving the goals that it seeks to achieve through this study. This chapter deals with a description of the curriculum and the study community. As well as the study tool used, its preparation method, how it was built and developed, and the extent of its validity and reliability.

3.2 Study Methodology

Considering the study's nature and its intended goals, the researcher adopted the quantitative methodology to align with the study's objectives. This choice was made to effectively serve the study's purposes. In investigating the analytical aspects of the study's subject, the researcher used a questionnaire as the primary research instrument. This questionnaire was created to align with the specific requirements of the study and was filled by 197 individuals in managerial positions within private corporations in the West Bank, Palestine.

Gathered data underwent a thorough review and was input into a specialized SPSS database designed for the Statistical Package for Social Sciences. The data analysis relied on the utilization of the Likert fifth scale. Data analysis used multiple phases in data exploration that involve summarizing and describing the primary properties of dataset:

- Descriptive: Percentages, Frequencies, and Arithmetic Averages.

- Pearson Correlation Coefficient.
- Linear Regression Analysis.

3.3 Study Population

The study population is all private sector big corporate, and based on the study objectives, the target study community consists of all management level working in Palestinian private corporations in the west bank.

3.4 Study Sample

Sample of 250 companies was taken from them to conduct the research. (250) questionnaires were distributed to top management staff, and (197) questionnaires were retrieved, with a retrieval rate of (78.8%).

3.5 Study Tools

A questionnaire was prepared to identify common BPR strategies and approaches used by private corporations in the west bank. The questionnaire serves as the primary and suitable instrument for gathering information and data in the field study, completed by the respondents themselves. This questionnaire was structured into two sections to identify common BPR approaches, and key success and failure factors used by private corporations in the west bank, where the questionnaire consists of (30) paragraphs distributed on (six axis) as follows: Business Process Reengineering (Business rethinking (BR), Process formatting (PF), BPR implementation level (Imp), BPR results (Res), Top management support (TMS), Communication level (Com)).

3.6 Validity of the Study instrument

The validity of the tool is intended to verify that the questions of the questionnaire measure what it was designed to measure in terms of comprehensiveness, and the clarity of its paragraphs and vocabulary, meaning that the questionnaire is understandable to everyone who uses it, and the researcher verified the validity of the tool in two ways:

3.7 Construct's Validity:

The questionnaire consisted of thirty paragraphs categorized into six different fields. The correlation coefficient between each paragraph and the total item score was .3.1subsequently calculated and is presented in the table below.

Table 3. 1 Pearson Correlation Coefficient and Statistical Construct Significance

Number	**Pearson**	**Sign**	**Number**	**Pearson**	**Sign**
1	.609**	.000	16	.601**	.000
2	.578**	.000	17	.106	.138
3	.417**	.000	18	.561**	.000
4	.512**	.000	19	.334**	.000
5	.620**	.000	20	.611**	.000
6	.469**	.000	21	.590**	.000
7	.588**	.000	22	.550**	.000
8	.279**	.000	23	.692**	.000
9	.391**	.000	24	.452**	.000
10	.444**	.000	25	.090	.210
11	.608**	.000	26	.519**	.000
12	.769**	.000	27	.362**	.000
13	.789**	.000	28	.430**	.000

Number	Pearson	Sign	Number	Pearson	Sign
14	.358**	.000	29	.590**	.000
15	.505**	.000	30	.358**	.000

The data in the table indicates that there is a high consistency between items and the total score of each construct. Moreover, the Pearson correlation was between (0.279 – 0.789) and was significant (0.000) for most items, which indicates internal validity.

3.8 Construct Reliability:

Questionnaire stability refers to the consistency of results it provides when administered under the same conditions. To affirm the reliability of the study's instruments, the Cronbach's Alpha equation was computed. It is advisable to aim for a reliability score between 0.7 and 0.8 to ensure strong internal consistency. In this study, the reliability value stands at 0.865, meeting the study's objectives. Therefore, the questionnaire demonstrates an exceptionally high level of stability. This validation and reliability assessment by the researcher instills full confidence in the questionnaire's accuracy and its capacity to effectively analyze the study's hypotheses, as presented in Table 3.2.

Table 3. 2: Reliably Statics of the Instrument

Variables	Cronbach's Alpha	No. of Items
Business rethinking (BR)	0.879	5
Process formatting (PF)	0.748	5
BPR implementation level (Imp)	0.871	3
BPR results (Res)	0.724	5
Top management support (TMS)	0.793	6
Communication level (Com)	0.722	6
Total scale	0.894	30

Source: own survey, 2023

3.9 Statistical Processing

The researcher conducted face-to-face interviews with the selected participants to collect primary data. Subsequently, the gathered data underwent a thorough review and was input into a specialized SPSS database designed for the Statistical Package for Social Sciences. Within this database, respondents' answers were categorized using a five-point Likert scale for each section of the questionnaire. Additionally, the researcher performed crucial statistical analyses, involving the extraction of numerical data, percentages, arithmetic means, and standard deviations for various sections of the questionnaire.

To assess the study hypotheses, the collected data underwent statistical significance testing with a significance level set at $\alpha \leq 0.05$, employing the following methods:

1. Percentages, Frequencies, and Arithmetic Averages: This analysis aimed to determine the frequency distribution of variable categories, providing insights into the study sample.
2. Pearson Correlation Coefficient: This test explored relationships between two variables and was utilized to calculate internal consistency and structural validity.
3. Cronbach's Alpha: This test assessed the reliability of resolution items.
4. T-Test: Employed to identify statistically significant differences between two sets of independent data.
5. One-Way ANOVA: Used to identify statistically significant differences among three or more sets of data, particularly when examining variations attributed to variables encompassing three or more groups.
6. Linear Regression Analysis: Employed to ascertain relationships, effects, and statistical significance between dependent and independent variables.
7. The data analysis relied on the utilization of the Likert fifth scale.

Chapter Four

Research Results and Discussion

4.1 **Introduction**

This chapter includes a presentation for analyzing the results of the study and testing the hypotheses by answering the study questions and reviewing the most prominent results of the questionnaire, which were reached by analyzing its paragraphs and identifying the variables of the study. Statistical Package for Social Studies (SPSS) to obtain the results of the study, which will be presented in the analysis of this chapter. The chapter begins by analyzing the answers of the study sample members about the study axes in proportion to the study questions. These axes are Business Process Reengineering (Business rethinking (BR), Process formatting (PF), BPR implementation level (Imp), BPR results (Res), Top management support (TMS), Communication level (Com).

In the second section, the researcher also presents his point of view and interpretation of these results, and the researcher determined the degree of response averages of the study sample members, the following degrees were adopted:

Degree	The arithmetic mean range	
Very high	4.21 -5.00	3.41 -4.00
High	3.41- 4.20	2.81- 3.40
Moderate	2.61 – 3.40	2.21 – 2.80
low	1.81 - 2.60	1.61 - 2.20
Very low	1.00 - 1.80	1.00 - 1.60

Five ranks of Likert Scale for answers (Agree (5 points), Agree to some extent (4 points), Neutral (3 points), Disagree To some extent (2 points), Disagree (1 point)) and the scores were calculated for the arithmetic averages as follows:

The period for the averages is the highest answer – the lowest answer (5-1) – 4 and it was divided into five degrees so that the period between each score was 0.8.

Four ranks of Likert Scale for answers (Strongly applicable (4 points), Applicable (3 points), Somewhat applicable (2 points), Not applicable (1 point)) and the scores were calculated for the arithmetic averages as follows:

The period for the averages is the highest answer – the lowest answer (4-1) – 3 and it was divided into five degrees so that the period between each score was 0.6.

4.2 Sample Characteristics

197 participants answered the questionnaire. The following table illustrates the characteristics of participants according to the demographic distribution.

Table 4.2 1: Distribution of the Study Sample by Gender

Gender	**No.**	**Percent%**
Male	153	78
Female	44	22
Total	197	100

The table provides a succinct summary of the gender distribution within the study sample of 197 participants. It reveals that the majority of the sample is male, accounting for 78% of the total, while females make up the remaining 22%. This clear presentation of gender demographics serves as a foundational reference point for understanding the composition

of the study participants and may be pertinent for subsequent gender-specific analyses or considerations in the research.

Distribution of the study Sample by Age Groups:

Table 4.2 2: Distribution of the Study Sample by Age

Age Group	**No.**	**Percent%**
18 – 24	19	10
25 – 31	49	25
32 – 40	91	46
41 and above	38	19
Total	197	100

This table succinctly illustrates the distribution of age groups within the study sample of 197 participants. It reveals that the largest age group is 32-40 years old, comprising 46% of the total sample, followed by the 25-31 age group, representing 25%. The 18-24 age group accounts for 10% of the sample, while those aged 41 and above constitute 19%. This clear presentation of age demographics provides valuable insights into the composition of the study participants, facilitating potential age-related analyses or considerations in the research.

Distribution of the Study Sample by Qualification:

Table 4.2 3: Distribution of the Study Sample by Qualification

Qualification	**No.**	**Percent%**
Bachelor	153	78
Master	44	22
Total	197	100

The table presents an overview of the distribution of qualifications within the study sample of 197 participants. Notably, 78% of the respondents hold a bachelor's degree, while 22% have attained a master's degree. This breakdown of qualifications provides a clear picture of the educational diversity within the sample, serving as a fundamental reference point for understanding the participants' academic backgrounds in the context of the research.

Distribution of the Study Sample by Years of Service:

Table 4.2 4: Distribution of the Study Sample by Years of Services

Years of Services	**No.**	**Percent%**
Less than 5	48	24
5 to 10 years	51	26
More than 10 years	98	50
Total	197	100

Years of service in the current organization were divided into three groups. The largest group had more than 10 years of experience as 50% of the total sample.

Distribution of the Study Sample by Organization Number of Employees:

Table 4.2 5: Distribution of the Study Sample by Organization Number of Employees

Number of employees	**No.**	**Percent%**
Less than 50 employees	42	21
51 to 100 employees	9	5
More than 100 employees	146	74
Total	197	100

The number of employees in the organizations was divided into three groups. Most of the research organizations sample had more than 100 employees with 74%.

Distribution of the Study Sample by Organization Age:

Table 4.2 6: Distribution of the Study Sample by Organization Age

Organization Age	**No.**	**Percent%**
No response	18	
Less than 5	3	2
5 to 10 years	38	19
11 to 20	110	56
Above 20	28	14
Total	197	91

Organization age variable reflects the number of years since the organization starts operating. Almost half of the sample was in the third group between eleven and twenty years. Also, there was missing data as 18 respondents didn’t state their organization age.

4.3 Likert Scale Questions

Table 4.3 1: Business Rethinking (BR)

	Mean	Std. Deviation	Relative Importance
There is specialized unit within the organizational structure to manage process reengineering.	2.55	0.99	Moderate
Your organization is working on a complete review of administrative work on a regular basis	2.70	0.75	Moderate
The organization is reviewing its current processes	2.66	0.86	Moderate
New working methods are adopted completely independent of the old methods	2.70	0.96	Moderate
The organization follows innovative working methods in the field of management	2.83	0.96	High
Business rethinking (BR)	**2.69**	**0.75**	**Moderate**

The above table examines the **Business rethinking (BR)**, items mean fluctuates between 2.83 the maximum value, and 2.55 the lowest value. The respondent's opinion about the (The organization follows innovative working methods in the field of management), have a mean of 2.83, this answer indicates agreement with opinions about this item, also the item (New working methods are adopted completely independent of the old methods), have a mean of 2.70, and this answer also indicate agree with opinions, and the item about (Your organization is working on a complete review of administrative work on a

regular basis), have a mean of 2.70 which is agreed with opinion, in the summary all items that measure **Business rethinking (BR)**, have an overall average of 2.69, with moderate importance ,so the above-analyzed show agree with opinions about **Business rethinking (BR).**

Table 4.3 2: Process Formatting (PF)

	Mean	Std. Deviation	Relative Importance
Process re-engineering depends on maintaining the old processes and modifying them for improvement	2.77	0.86	Moderate
The organization uses the method of comprehensive radical change in the design of administrative processes	2.24	0.88	Moderate
Administrative processes are redesigned independently of the existing processes	2.32	0.77	Moderate
The organization is keen to rebuild the old processes from scratch	2.30	0.84	Moderate
Organization relies on creative and innovative ideas to redesign the processes	2.77	0.90	Moderate
Process formatting (PF)	**2.48**	**0.60**	**Moderate**

The above table examines the **Process formatting (PF)**, items mean fluctuates between 2.77 the maximum value, and 2.24 the lowest value. The respondent's opinion about the (Process re-engineering depends on maintaining the old processes and modifying them for improvement), have a mean of 2.77, this answer indicates agreement with opinions

about this item, also the item (Organization relies on creative and new ideas to redesign the processes), have a mean of 2.77, and this answer also indicate agree with opinions, and the item about (The organization is keen to rebuild the old processes from scratch), have a mean of 2.30 which is agreed with opinion, in the summary all items that measure **Process formatting (PF)**, have an overall average of 2.48, with moderate importance, so the above-analyzed show agree with opinions about **Process formatting (PF).**

Table 4.3 3: BPR Implementation Level (Imp)

	Mean	Std. Deviation	Relative Importance
The organization is constantly practicing process re-engineering	4.13	0.89	High
The organization allocates the necessary capabilities for process re-engineering	4.27	0.80	Very high
The organization grants significant importance to the area of re-engineering	4.12	1.09	High
BPR implementation level (Imp)	**4.17**	**0.83**	**High**

The above table examines the **BPR implementation level (Imp)**, items mean fluctuates between 4.27 the maximum value, and 4.12 the lowest value. The respondent's opinion about the (The organization allocates the necessary capabilities for process re-engineering), have a mean of 4.27, this answer indicates agreement with opinions about this item, also the item (The organization is constantly practicing process re-engineering), have a mean of 4.13, and this answer also indicate agree with opinions, and the item about (The organization grants great importance to the area of re-engineering), have a mean of 4.12 which is agreed with opinion, in the summary all items that measure **BPR**

implementation level (Imp), have an overall average of 4.17, with high importance, so the above-analyzed show agree with opinions about **BPR implementation level (Imp).**

Table 4.3 4: BPR Results (Res)

	Mean	Std. Deviation	Relative Importance
The implementation of process re-engineering in the organization contributed to improving financial results	4.69	1.04	Very high
The implementation of process re-engineering in the organization significantly improved performance	4.52	0.58	Very high
The implementation of process re-engineering contributed to the development of administrative processes	4.40	0.77	Very high
The implementation of process re-engineering in the organization contributed to the clarification of work procedures for the services provided	4.42	0.69	Very high
The implementation of re-engineering in the organization contributed to improving the quality of services provided	4.33	0.80	Very high
BPR results (Res)	**4.47**	**0.54**	Very high

The table above presents an analysis of BPR results (Res), with item means ranging from 4.69 as the highest value to 4.33 as the lowest value. Respondents' opinions regarding "The implementation of process re-engineering in the organization contributed to improving financial results" yielded a mean of 4.69, indicating agreement with this

statement. Similarly, for the item "The implementation of process re-engineering in the organization significantly improved performance," the mean was 4.52, reflecting agreement. Additionally, the item concerning "The implementation of process re-engineering in the organization contributed to the clarification of work procedures for the services provided" had a mean of 4.42, indicating agreement.

In summary, all items assessing BPR results (Res) exhibit an overall average of 4.47, signifying a very high level of importance. Therefore, the analysis above aligns with respondents' agreement with opinions regarding BPR results (Res).

Table 4.3 5: Top Management Support (TMS)

	Mean	Std. Deviation	Relative Importance
Top management supports obtaining courses and training to keep pace with change	4.54	0.65	Very high
Top management consider a role model in implementing change strategies	4.28	1.01	Very high
Top management encourage employee's commitment to new processes	4.50	0.68	Very high
I have confidence in my organization's management to lead change	4.64	0.63	Very high
Top management of my organization is seriously following the procedure of process re-engineering	4.41	0.60	Very high
Excellence and creativity are valued in my organization	4.53	0.73	Very high
Top management support (TMS)	**4.49**	**0.51**	Very high

The above table examines the **Top management support (TMS)**, items mean fluctuates between 4.64 the maximum value, and 4.28 the lowest value. The respondent's opinion about the (I have confidence in my organization's management to lead change), have a mean of 4.64, this answer indicates agreement with opinions about this item, also the item (Top management supports obtaining courses and training to keep pace with change), have a mean of 4.54, and this answer also indicate agree with opinions, and the item about (Excellence and creativity are valued in my organization), have a mean of 4.53 which is agreed with opinion, in the summary all items that measure **Top management support (TMS)**, have an overall average of 4.49, with very high importance, so the above-analyzed show agree with opinions about **Top management support (TMS).**

Table 4.3 6: Communication Level (Com)

	Mean	Std. Deviation	Relative Importance
I have a clear knowledge of my organization's process re-engineering reasons	4.40	0.64	Very high
Employees participate in change planning	4.16	0.74	High
Employees are aware of their role in the change process	3.98	1.00	High
Employees are aware of their role in the change process and have freedom to provide feedback on the change process	4.17	0.83	High
I have knowledge of the benefits of process re-engineering in the organization	4.23	0.64	Very high
There is periodic communication level during the change process	4.19	0.81	High
Communication level (Com)	**4.19**	**0.51**	**High**

The above table examines the **Communication level (Com)**, items mean fluctuates between 4.40 the maximum value, and 4.28 the lowest value. The respondent's opinion about the (I have a clear knowledge of my organization's process re-engineering reasons), have a mean of 4.40, this answer indicates agreement with opinions about this item, also the item (I have knowledge of the benefits of process re-engineering in the organization), have a mean of 4.23, and this answer also indicate agree with opinions, and the item about (There is periodic communication level during the change process), have a mean of 4.19 which is agreed with opinion, in the summary all items that measure **Communication level (Com)**, have an overall average of 4.19, with high importance, so the above-analyzed show agree with opinions about **Communication level (Com).**

4.4 Data Analysis Main Findings

In this section, we dig into the core findings derived from the data analysis conducted as part of this study. The analysis has been instrumental in uncovering valuable insights into the drivers, impacts, and outcomes of Business Process Reengineering (BPR) practices within the Palestinian context. Through rigorous examination and interpretation of the collected data, we aim to shed light on key trends, relationships, and significant factors that emerged during the research, providing a comprehensive view of the impact and efficacy of BPR initiatives in private corporations operating in the West Bank**.**

4.4.1 Drivers behind Business Process Reengineering

In order to gain deeper insights into the motivations driving Business Process Reengineering (BPR) within various organizations, participants were asked to articulate the primary triggers for embarking on these transformative initiatives. The provided

options encompassed a spectrum of strategic objectives, including cost reduction, quality enhancement, customer satisfaction improvement, operational flexibility augmentation, response to the unique challenges posed by the Covid-19 pandemic, pursuit of competitive advantage through innovation and differentiation, consideration of technological advancements, and an 'Other' category for any distinct drivers not covered by the predefined choices. This comprehensive survey approach aimed to illuminate the multifaceted nature of BPR motivations, offering a nuanced understanding of the diverse and dynamic landscape within which organizations in Palestine navigate change and strive for sustained success.

These options were chosen after reviewing the literature and identifying the most important reasons that drive institutions to carry out process re-engineering, and then asking Palestinian institutions to learn more about the causes that triggers business processes reengineering in the Palestinian context.

The answers shown in table 1 and figure 2 shows the main reasons companies in Palestine conduct BPR. The main reasons companies in Palestine conduct BPR is to reduce costs, enhance quality and increase flexibility.

Table 4.4 1: BPR Main Reasons

BPR main reason	**No. of respondents**	**Percentage**
Reduce costs	89	24%
Enhance quality	75	20%
Increase operational work flexibility	67	18%
Enhance customer satisfaction	64	17%

BPR main reason	No. of respondents	Percentage
Technological changes	37	10%
Making/Strengthening competitive advantage	30	8%
Response to Covid-19 pandemic	11	3%
Total	373	100%

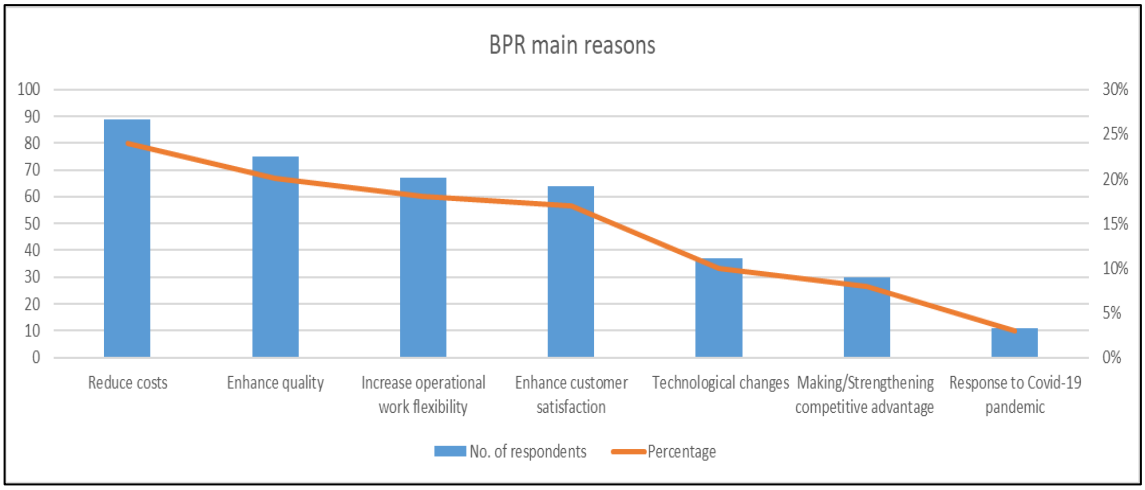

Figure 4.1: BPR Main Reasons.

let's elaborate on the findings based on the responses provided in Table 4.1 regarding the main reasons for conducting Business Process Reengineering (BPR) in the Palestinian context:

Cost Reduction as a Dominant Driver: The primary driver for companies in Palestine to undertake BPR is cost reduction, with 24% of the respondents citing it as the main reason. This underscores the significance of cost optimization in the local business landscape, potentially driven by a need for financial sustainability and efficiency.

Focus on Quality Enhancement: Enhancing product or service quality is the second most prominent reason, as indicated by 20% of the respondents. This finding suggests that Palestinian companies prioritize delivering high-quality offerings to meet customer expectations and improve competitiveness.

Operational Flexibility: Approximately 18% of the respondents identified increasing operational work flexibility as a significant factor for undertaking BPR. This indicates an awareness of the importance of adaptability and agility in responding to dynamic market conditions.

Customer Satisfaction: Enhancing customer satisfaction ranks closely, with 17% of respondents recognizing it as a primary motivator. This suggests a customer-centric approach to BPR, emphasizing the importance of meeting client needs and expectations.

Technological Changes and Competitive Advantage: While technological changes (10%) and making/strengthening competitive advantage (8%) are cited to a lesser extent, they still represent strategic considerations. Companies in Palestine are evidently aware of the role technology plays in business transformation and the need to maintain a competitive edge.

Response to Covid-19 Pandemic: It's noteworthy that 3% of respondents mentioned responding to the Covid-19 pandemic as a reason for BPR. This suggests that the global crisis prompted some organizations to reassess their operations and adapt to new challenges.

Overall, these findings indicate that Palestinian companies engage in BPR primarily to achieve cost savings, enhance quality, and increase operational flexibility. This aligns with global trends emphasizing efficiency and customer-centricity in the pursuit of sustainable competitive advantage. Additionally, the consideration of technological

changes underscores the importance of staying abreast of advancements in the digital landscape.

4.4.2: How do Companies Plan for Change

Companies employ various approaches to plan for organizational change, and their choice often depends on the nature and scale of the change initiative. One common approach is the "Top-Down" method (Option 1), where top management spearheads the change process and communicates directives to employees. Alternatively, some organizations opt for cross-functional committees (Option 2) comprising representatives from different departments to collaboratively plan and oversee change initiatives. In certain cases, companies establish specialized planning departments (Option 3) tasked with orchestrating change efforts. A more inclusive approach involves cooperation between management and employees (Option 4), fostering a collaborative environment where employees' insights and expertise are integrated into the change planning process. The choice among these methods hinges on factors such as organizational culture, the complexity of the change, and the level of employee involvement sought to ensure effective change management and successful implementation.

The answers shown in table 2 and figure 3, the responses indicate that most of the companies in Palestine plan for change from top management and down to employees with fewer companies that involve employees in the change process.

Although this research shows that Communication level during change have a high overall average of 4.19, the answers to this question indicate that change planning is mostly done by top management, therefore employees participation is very limited.

According to Habib (2013) and. Goksoy et al. (2012), not engaging employees in planning leads to rumors and resistance to change which could result in negative change outcomes.

Table 4.4 2: How Does Your Company Plan for Change?

BPR main reason	No. of respondents	Percentage
Top management to employees (Top – Down)	128	66%
Committee from company's departments	32	16%
Specialized department for planning	14	7%
Cooperation between management and employees	21	11%
Total	373	100%

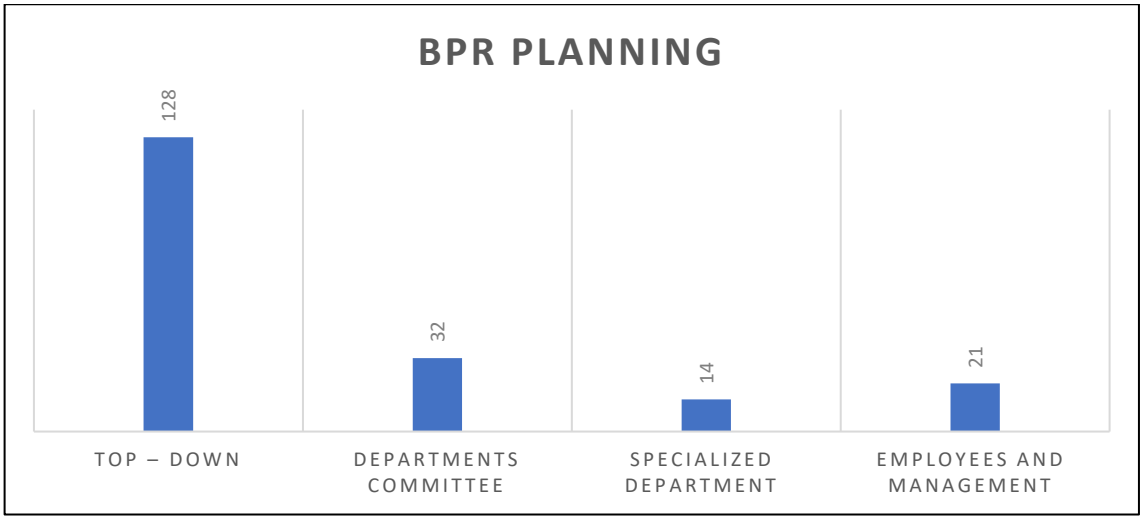

Figure 4.2: How Does the Company Plan for Change?

The data presented in Table 4.2 reveals significant insights into how companies in Palestine approach change planning within their organizational structures.

Firstly, it is evident that the "Top-Down" approach, where change planning is primarily driven by top management and then cascaded down to employees, is the most widely adopted method. This approach is favored by a majority of respondents, with 66% indicating its usage. This top-down approach often involves senior leaders devising the change strategy and then communicating it to employees. While it can ensure a clear and consistent direction for change, it may sometimes result in limited employee involvement in the planning process.

Conversely, the data indicates that a lower percentage of companies (16%) opt for cross-functional committees comprising representatives from various departments to collaboratively plan and oversee change initiatives. This approach seeks to harness collective expertise and perspectives from across the organization, promoting a more inclusive decision-making process.

A smaller proportion of companies (7%) have specialized planning departments tasked with orchestrating change efforts. These departments are often responsible for conducting detailed analyses, coordinating resources, and ensuring the successful execution of change initiatives.

Interestingly, around 11% of respondents indicated that their companies involve employees in the change planning process, fostering cooperation between management and employees. This inclusive approach allows for the integration of frontline insights and expertise, potentially enhancing the quality of change plans and minimizing resistance.

It's worth noting that the overall high average score (4.19) for Communication level during change, as indicated by the respondents, suggests a recognition of the importance of involving employees in the change process. However, the discrepancy between this perception and the reported top-down approach in change planning highlights a potential gap in practice.

Moreover, the reference to previous research by Habib (2013) and Goksoy et al. (2012) underscores the importance of engaging employees in planning to mitigate rumors and resistance to change, which can have detrimental effects on the success of change initiatives.

In summary, while the majority of companies in Palestine seem to favor the top-down approach in change planning, there is a growing awareness of the benefits of involving employees and cross-functional committees in the process. Balancing the need for clear direction from top management with increased employee participation presents a challenge for organizations seeking to effectively manage change and achieve positive outcomes.

4.5. Inferential Analysis of Collected Data

In this section, we dig into the inferential analysis of the collected data, aiming to draw meaningful conclusions and insights that extend beyond descriptive statistics. Through various statistical techniques, we explore relationships, correlations, and patterns within the data, allowing us to test hypotheses and make informed inferences about the research objectives. This analysis serves as a critical step in unraveling the complexities of Business Process Reengineering (BPR) in the Palestinian context, offering evidence-

based findings that contribute to a deeper understanding of the factors influencing BPR success and its impact on private corporations in the West Bank.

4.5.1 correlations Among Different Variables

Table 4.5 1: Correlations

		Business rethinking (BR)	**Process formatting (PF)**	**BPR implementation level (Imp)**	**BPR results (Res)**	**Top management support (TMS)**	**Communication (Com)**
Business rethinking (BR)	Pearson Correlation	1	.406**	.389**	.171*	.475**	.111
	Sig. (2-tailed)		.000	.000	.016	.000	.122
	N	197	197	197	197	197	197
Process formatting (PF)	Pearson Correlation	.406**	1	.393**	.129	.339**	.233**
	Sig. (2-tailed)	.000		.000	.071	.000	.001
	N	197	197	197	197	197	197
BPR implementation level (Imp)	Pearson Correlation	.389**	.393**	1	.430**	.501**	.430**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	197	197	197	197	197	197
BPR results (Res)	Pearson Correlation	.171*	.129	.430**	1	.446**	.425**
	Sig. (2-tailed)	.016	.071	.000		.000	.000
	N	197	197	197	197	197	197
	Pearson Correlation	.475**	.339**	.501**	.446**	1	.422**

Top management support (TMS)	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	197	197	197	197	197	197
Communication level (Com)	Pearson Correlation	.111	.233**	.430**	.425**	.422**	1
	Sig. (2-tailed)	.122	.001	.000	.000	.000	
	N	197	197	197	197	197	197

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The research uses correlation analysis as a statistical method to identify the correlation between the independent variables (Business rethinking, BPR implementation level, Top management support, Communication level, Process formatting) and the dependent variable BPR results.

The table examines the relationships between various variables related to Business Process Reengineering (BPR) within the context of the Palestinian private sector. Here's an extensive elaboration on the findings:

1. **Business Rethinking (BR)**:

Positive Correlation with Process Formatting (PF): The Pearson correlation coefficient of 0.406** indicates a moderate positive relationship between Business Rethinking (BR) and Process Formatting (PF). This suggests that companies that engage in more extensive business rethinking are also likely to invest in process formatting efforts. This connection aligns with the idea that rethinking business processes often necessitates corresponding changes in their structure.

Positive Correlation with BPR Implementation level (Imp): BR exhibits a positive correlation of 0.389** with BPR Implementation level (Imp). This signifies that

companies emphasizing business rethinking tend to have higher levels of BPR implementation, emphasizing the need for radical process changes during BPR initiatives.
Weak Positive Correlation with BPR Results (Res): A relatively weak positive correlation (0.171*) is observed between BR and BPR Results (Res), implying that while there is some connection, it's not as strong as with other factors. Companies that emphasize business rethinking may achieve some positive BPR outcomes, but other factors may play a more prominent role in driving results.

2. **Process Formatting (PF)**:

Positive Correlation with BPR Implementation level (Imp): Process Formatting (PF) demonstrates a positive correlation of 0.393** with BPR Implementation level (Imp). This suggests that companies focusing on process formatting are also more likely to implement BPR initiatives effectively, possibly as a means of aligning processes with the desired format.
Weak Positive Correlation with BPR Results (Res): Similar to BR, PF exhibits a relatively weak positive correlation (0.129) with BPR Results (Res). This implies that while there is some connection, it's not as pronounced as with other variables.

3. **BPR Implementation Level (Imp)**:

Positive Correlation with BPR Results (Res): BPR Implementation level (Imp) shows a strong positive correlation of 0.430** with BPR Results (Res). This indicates that effective BPR implementation level often leads to positive outcomes, aligning with the expectation that well-executed changes yield desirable results.

4. **BPR Results (Res)**:

Positive Correlation with Top Management Support (TMS) and Communication (Com): BPR Results (Res) exhibits strong positive correlations (0.446** and 0.425**) with Top

Management Support (TMS) and Communication (Com), respectively. This suggests that strong top management support and effective communication play pivotal roles in achieving positive BPR outcomes.

5. **Top Management Support (TMS)**:

Positive Correlation with Communication (Com): Top Management Support (TMS) also demonstrates a strong positive correlation of 0.422** with Communication (Com). This highlights the interconnectedness of these two factors in facilitating successful BPR initiatives.

Overall, the correlation matrix underscores several critical relationships within the context of BPR in Palestinian private sector companies. It emphasizes the significance of factors like top management support, effective communication, and BPR implementation level in achieving positive outcomes. Additionally, it highlights the potential synergy between business rethinking and process formatting in driving BPR efforts. Understanding these correlations can guide organizations in their BPR planning and execution, potentially enhancing their chances of success in a dynamic business environment.

The above analysis for Pearson correlation shows positive relationship between (BPR results (Res) and Business rethinking (BR)), since p-value less than 5%, so the correlation is significant. This is consistent with the results of research done by BinZaeem, Sharqi and Khaleel which they conducted research on this dependent variable (BR) in the Algerian context and concluded that it has significant correlation with BPR results.

Nevertheless, the same research also studied the relationship between BPR result and Process formatting (PF) and found that there is strong relationship. This research reached

different conclusion, which is there is no significant correlation between BPR results and PF. As p-value is more than 5%.

As for the relationship between (BPR results (Res) and BPR implementation level (Imp)), p-value less than 5% so the correlation between two variable is significant and positive. Lack of proper BPR implementation level is seen in the literature as one of the main reasons for high failure rate in change projects (Abdul-Hadi et al., 2005). Which indicates that the more the company is dedicated in implementing BPR the better will be the change outcomes (Dennis et al. 2003; Schniederjans & Kim. 2003).

Also, the same result for correlations between (BPR results (Res) and Top management support (TMS)), and the relation is positive, and there is significant coloration between (BPR results (Res) and Communication level (Com)).

These relationship results of TMS and Com with BPR results are in line with previous studies that examined these variables and shared the same conclusion. Having solid top management support and communication level during change will increase BPR success probability. Goksoy, Ozsoy, & Vayvay. (2012) summarized the Key success factors of reengineering processes indicating that the most important ones are top management commitment and support, communication level, team working, and the composition of a suitable reengineering team.

Furthermore, R value which measures the strength of the relationship between two variables we conclude that variables with the highest percentage have the greatest impact on the result of process re-engineering. So Top management support (44.6 %) and communication level (42.5) have the greatest impact on BPR results.

Model Building for BPR – Regression Analysis

In this pivotal section, we embark on the task of constructing a robust regression model that dig into the intricate dynamics of Business Process Reengineering (BPR) within the Palestinian private sector. By leveraging advanced statistical techniques, we aim to unveil the intricate relationships and dependencies among key variables. This model represents not only a culmination of our empirical analysis but also a potent tool for predicting and understanding the determinants of BPR success and its impact on private corporations in the West Bank. The generated model carries significant implications, offering actionable insights for organizations seeking to optimize their BPR strategies, enhance their competitive positioning, and navigate the complexities of change management in a dynamic business landscape.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Communication (Com), Business rethinking (BR), Process formatting (PF), BPR implementation level (Imp), Top management support (TMS)[b]	.	Enter

a. Dependent Variable: BPR results (Res)

b. All requested variables entered.

Table 4.5 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555[a]	.309	.290	.45903

a. Predictors: (Constant), Communication level (Com), Business rethinking (BR), Process formatting (PF), BPR implementation level (Imp), Top management support (TMS)

Y= A1*x1 + A2* x2 + A3* x3 + A4* x4 + A5* x5

Y = BPR performance

A1= Top management support, x1= 0.446

A2= Communication level, x2= 0.425

A3= Implementation level, x3= 0.430

A4= Business rethinking, x4= 0.171

A5= Process formatting, x5= 0.129

The provided model summary shown above presents important statistical information about the regression analysis conducted in your study. Let's elaborate on each of the key statistics and their significance:

R (Multiple Correlation Coefficient): R = 0.555a: This value represents the multiple correlation coefficient, which measures the strength and direction of the linear relationship between the independent variables (predictors) and the dependent variable (outcome). In this model, the value of 0.555a indicates a moderate positive correlation.

R Square (Coefficient of Determination): R Square = 0.309: R Square quantifies the proportion of the variance in the dependent variable (BPR outcomes, in this case) that can be explained by the independent variables included in the model. Here, R Square is 0.309,

meaning that approximately 30.9% of the variation in BPR outcomes can be accounted for by the variables in the model. This suggests that the model explains a moderate portion of the variability in BPR outcomes.

Adjusted R Square: Adjusted R Square = 0.290: Adjusted R Square is a modification of R Square that considers the number of predictors in the model. It helps prevent overfitting by penalizing the inclusion of unnecessary variables. In this case, Adjusted R Square is 0.290, indicating that the model, after accounting for the number of predictors, still explains around 29% of the variance in BPR outcomes.

Standard Error of the Estimate: Std. Error of the Estimate = 0.45903: This statistic provides an estimate of the standard deviation of the errors (residuals) in the model. It reflects how well the model fits the data. In this context, a lower standard error suggests that the model's predictions are closer to the actual data points. Here, the standard error is 0.45903, indicating the average amount by which the model's predictions may deviate from the actual BPR outcomes.

In terms of the significance of the model: The R Square value of 0.309 suggests that the model explains a moderate portion of the variance in BPR outcomes. While this is a notable proportion, it also implies that there are other factors not included in the model that contribute to BPR outcomes.

The Adjusted R Square value of 0.290, which takes into account model complexity, reinforces the model's explanatory power. However, it also highlights that additional variables or factors might further enhance the model's predictive ability.

The Standard Error of the Estimate of 0.45903 signifies the typical magnitude of prediction errors. Smaller values are generally desirable, indicating a better fit of the model to the data.

In summary, the model you've generated explains a significant portion of the variability in BPR outcomes within the Palestinian private sector. However, there may be other influential factors not accounted for in the model. Further refinement and validation of the model may enhance its predictive accuracy and utility for decision-makers in the context of BPR planning and execution.

Table 4.5 3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.960	5	3.592	17.048	.000[b]
	Residual	40.245	191	.211		
	Total	58.205	196			

a. Dependent Variable: BPR results (Res)

b. Predictors: (Constant), Communication (Com), Business rethinking (BR), Process formatting (PF), BPR implementation level (Imp), Top management support (TMS)

The ANOVA results demonstrate that the regression model, which incorporates Communication (Com), Business Rethinking (BR), Process Formatting (PF), BPR Implementation level (Imp), and Top Management Support (TMS) as predictors, is highly significant in explaining the variance in BPR results (Res). The low p-value ($p < .001$) indicates that the model's predictions are not the result of random chance and that there is a strong relationship between the independent variables and the dependent variable. This strengthens the model's reliability and underscores its usefulness in predicting BPR outcomes in the context of the Palestinian private sector.

The below table shows the extent to which each independent variables influence the dependent variable. The relative importance of (independent variables) in contributing to the variance of the (dependent variable) is explained by the standardized beta coefficient.

Table 4.5 4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.743	.334		5.213	.000		
	Business rethinking (BR)	-.032-	.054	-.044-	-.596-	.552	.669	1.495
	Process formatting (PF)	-.090-	.063	-.099-	-1.433-	.154	.760	1.317
	BPR implementation (Imp)	.162	.050	.248	3.263	.001	.626	1.597
	Top management support (TMS)	.298	.083	.280	3.582	.000	.593	1.688
	Communication level (Com)	.244	.075	.228	3.239	.001	.729	1.372

a. Dependent Variable: BPR results (Res)

Let's extensively elaborate on the contribution of each independent variable to the variability of the dependent variable, BPR results (Res), based on the coefficients and significance tests:

Business Rethinking (BR): Coefficient (B): The unstandardized coefficient for BR is -0.032. This negative coefficient suggests that as Business Rethinking increases by one

unit, the predicted BPR results decrease by approximately 0.032 units, holding other predictors constant.

Significance (p-value): The p-value for BR is 0.552, which is greater than the conventional significance level of 0.05. This indicates that the coefficient for BR is not statistically significant. In practical terms, this suggests that Business Rethinking, as measured in this model, does not have a statistically significant impact on predicting BPR results.

Contribution: In this particular model, Business Rethinking does not appear to contribute significantly to the variability of BPR results. This implies that, within the scope of this analysis and the specific measurement of Business Rethinking used, changes in Business Rethinking do not reliably explain changes in BPR results.

Process Formatting (PF): Coefficient (B): The unstandardized coefficient for PF is -0.090. This negative coefficient implies that for every one-unit increase in Process Formatting, the predicted BPR results decrease by approximately 0.090 units while holding other predictors constant.

Significance (p-value): The p-value for PF is 0.154, which is greater than 0.05. Similar to BR, this indicates that the coefficient for Process Formatting is not statistically significant in this model.

Contribution: Process Formatting, as measured in this model, also does not appear to significantly contribute to explaining the variability in BPR results. Like BR, the specific measure of Process Formatting used in this analysis does not reliably predict changes in BPR results.

BPR Implementation Level (Imp): Coefficient (B): The unstandardized coefficient for Imp is 0.162. This positive coefficient suggests that for every one-unit increase in BPR

Implementation level, the predicted BPR results increase by approximately 0.162 units while holding other predictors constant.

Significance (p-value): The p-value for Imp is 0.001, which is less than 0.05. This indicates that the coefficient for BPR Implementation level level is statistically significant.

Contribution: BPR Implementation level significantly contributes to explaining the variability in BPR results. It suggests that as organizations implement BPR initiatives more effectively, there is a corresponding positive impact on their BPR results.

Top Management Support (TMS): Coefficient (B): The unstandardized coefficient for TMS is 0.298. This positive coefficient implies that for every one-unit increase in Top Management Support, the predicted BPR results increase by approximately 0.298 units, holding other predictors constant.

Significance (p-value): The p-value for TMS is 0.000, indicating that the coefficient for Top Management Support is highly statistically significant.

Contribution: Top Management Support significantly contributes to explaining the variability in BPR results. It suggests that strong support from top management positively influences the success of BPR initiatives and, consequently, BPR results.

Communication Level (Com): Coefficient (B): The unstandardized coefficient for Com is 0.244. This positive coefficient implies that for every one-unit increase in Communication, the predicted BPR results increase by approximately 0.244 units, holding other predictors constant.

Significance (p-value): The p-value for Com is 0.001, indicating that the coefficient for Communication is statistically significant.

Contribution: Communication significantly contributes to explaining the variability in BPR results. It suggests that effective communication within organizations during BPR initiatives positively impacts the outcomes of these initiatives.

4.5.3 Discussion and Evaluation of the Model

let's dig deeper into the discussion and evaluation of the regression model, considering its strengths, limitations, and implications:

Strengths:

1. **Identification of Significant Predictors**: The model successfully identifies significant predictors, particularly BPR Implementation level, Top Management Support, and Communication. These variables emerge as key drivers of BPR success within the Palestinian private sector. Their significance underscores their crucial roles in influencing the outcomes of BPR initiatives. Organizations can use these findings to prioritize these aspects when planning and implementing BPR projects.
2. **Statistical Significance**: The model, as a whole, is highly statistically significant, with a low p-value ($p < .001$). This indicates that the model's predictions are not the result of random chance but rather reflect a strong relationship between the independent variables (Communication, Business Rethinking, Process Formatting, BPR Implementation level, and Top Management Support) and the dependent variable (BPR results). The model's overall significance enhances its credibility as a tool for understanding and predicting BPR outcomes.
3. **Practical Implications**: The model provides actionable insights for organizations seeking to optimize their BPR strategies. Specifically, it highlights the importance of effective communication, strong top management support, and successful BPR

implementation level in achieving positive BPR results. These practical implications can guide decision-makers in their change management efforts, potentially leading to more successful BPR initiatives.

Limitations:

1. **Non-Significant Predictors**: The model includes non-significant predictors, such as Business Rethinking and Process Formatting. This indicates that, in the context of this specific analysis, these variables do not significantly contribute to explaining BPR results. There are several potential explanations for this, including the way these variables were measured or their relative importance in this particular setting. It's important to recognize that the significance of predictors can vary across different contexts, and further investigation is needed to understand their roles fully.
2. **Model Complexity**: While the model offers valuable insights, it's important to acknowledge its complexity. Including multiple predictors can increase the model's explanatory power, but it also introduces the risk of overfitting—where the model may perform well with the current data but struggle to generalize to new data. Therefore, the model should be interpreted cautiously and validated with additional datasets to ensure its robustness.

Implications and Future Research:

- **Refinement of Non-Significant Predictors**: Further research can focus on refining the measurement of non-significant predictors like Business Rethinking and Process Formatting. It's possible that alternative measures or a different operationalization of these variables could yield different results. A deeper exploration of their roles in BPR success may uncover nuances not captured in the current model.

- **Exploration of Additional Variables**: The model's explanatory power can be enhanced by considering additional variables that might influence BPR outcomes. Factors such as organizational culture, employee engagement, or external environmental factors could be valuable additions to future models. A more comprehensive understanding of the multidimensional nature of BPR success can lead to more accurate predictions.
- **Validation and Generalization**: To strengthen the model's reliability, validation with independent datasets and across different organizational contexts is essential. This will determine the model's ability to generalize its findings beyond the specific Palestinian private sector setting. Cross-validation and replication studies can further establish its utility.
- **Longitudinal Studies**: BPR outcomes can evolve over time. Longitudinal studies tracking the progress and impact of BPR initiatives can provide a more dynamic understanding of success factors. Examining changes in variables and their effects at various stages of the BPR process can offer valuable insights.

  In conclusion, the regression model represents a significant step in understanding the dynamics of BPR within the Palestinian private sector. While it identifies key predictors and provides actionable insights, it is not without limitations. Future research efforts should focus on refining the model, exploring additional variables, validating its findings, and considering the evolving nature of BPR success to contribute further to the field of change management and organizational improvement.

4.6 Testing Hypotheses

For the informative measurements p-value tests had been used the p-value should be lower than 0.05 to be considered as significant relationship. After conducting the previous tests, we can reach the following conclusions:

There is no significant difference at the level $\alpha \leq 0.05$ between strategies and approaches of Business Process Reengineering (BPR) and BPR results (Res)

The correlation analysis reveals significant positive relationships between strategies and approaches of Business Process Reengineering (BPR) and BPR results (Res). The results indicate the following:

- Business rethinking (BR): There is a significant positive correlation between Business rethinking (BR) and BPR results (Res) ($r = 0.171$, $p < 0.05$).
- Process formatting (PF): There is no significant positive correlation between Process formatting (PF) and BPR results (Res) ($r = 0.129$, $p > 0.05$).
- BPR implementation level (Imp): There is a significant positive correlation between BPR implementation level (Imp) and BPR results (Res) ($r = 0.430$, $p < 0.01$).
- Top management support (TMS): There is a significant positive correlation between Top management support (TMS) and BPR results (Res) ($r = 0.446$, $p < 0.01$).
- Communication (Com): There is a significant positive correlation between Communication (Com) and BPR results (Res) ($r = 0.425$, $p < 0.01$).

Chapter Five

Conclusions

5.1 **Introduction**

This chapter includes a presentation for the main results and conclusions after conducting the data analysis process. The chapter is divided into four main sections:

1- Main results.

2- Conclusions.

3- Recommendations.

4- Suggestions for future studies.

5.2 Main Results:

- The results showed that the overall result of BPR implementation level was high, with a mean of 4.17.
- The results showed that the result of implementing BPR was very high, with a mean of 4.47.
- The mean of Top Management Support (TMS) was 4.49 with very high importance.
- The mean of Process Formatting was 2.48 with moderate importance.
- The mean of Business Rethinking was 2.69 with moderate importance.
- Pearson correlation showed a positive relationship between BPR results (Res) and Business rethinking (BR), since p-value was less than 5%.
- Positive relationship between BPR results (Res) and BPR implementation level (IMP)
- Positive relationship between BPR results (Res) and Top Management Support (TMS).
- Positive relationship between BPR results (Res) and Communication level (COM).

5.3 Conclusions:

- Constructed model was able to explain 31% of BPR performance based on research variables.
- The extent of applying process re-engineering is very high in Palestinian companies 83.5%, but it appears through research that process reengineering is not based on operations radical change, which appears from the moderate average of the two variables (Process Formatting 62% and Business Rethinking 67.2 %)
- The main motivation for BPR implementation level in Palestinian context was reducing cost followed by enhancing quality and the least reason was response to Covid-19 pandemic.
- Top management support and communication level are the most influential variables on BPR results in the Palestinian context.
- Many Palestinian private sector companies are conducting BPR to keep pace with changes in the market and competition between companies.
- Palestinian companies pay great attention to communicating level during process re-engineering by explaining the advantages of the change process and the risks of remaining unchanged on business continuity, in order to reduce resistance to change, which is one of the most important factors in the failure of change management. Paying attention to training its human resources on creative behavior and thinking, increasing their participation in decision-making, and giving them powers to work freely to accomplish work in creative ways.
- It was found that the very high level of implementation does not match the level of planning for change. As the Palestinian companies showed that the importance in forming processes and business rethinking is at a moderate level. Despite the great

interest of Palestinian companies in the field of change management, which is evident in the companies' application of process re-engineering and good communication level during change.

5.4 Recommendations:

- The need to adopt BPR as change management approach by the Palestinian private sector companies, because of its crucial impact in enhancing their competitive advantage, developing its services, and meeting the current and future needs of customers.
- Increase the efforts in planning phases before implementing BPR. Palestinian private companies are putting more efforts in implementing BPR over planning for it, this is shown in the very high level in implementing BPR while Business rethinking dimension had a moderate level of importance.
- The need to pay attention to other reasons for using process re-engineering, in addition for the great focus on reducing expenses. Such as building competitive advantage and improving customer satisfaction, which are strategic options to ensure the survival of the organization's work and continuity in competition.
- There is a vital requirement to prioritize the enhancement of the holistic strategic planning process within Palestinian private sector enterprises. This process should emphasize flexibility and the development of highly skilled and efficient human resources. This approach is instrumental in fostering innovation within companies and achieving excellence in performance.

- Increase research and development activities with the aim of making fundamental improvements in services and increasing the level of innovation in services provided by companies.
- More focus on customer feedback, innovation suggestions, and their evolving and varied requirements. This concerted effort holds substantial influence in elevating customer satisfaction levels, addressing their demands effectively, and consequently, bolstering the competitive edge of these companies.
- Flowing up technological developments, and the trend towards artificial intelligence, will have an impact on the competitive situation in the future and the expected changes due to it in the market.
- Engage employees more actively in the initial planning phases of change and establish a secure environment where they feel comfortable sharing their thoughts, plans, and insights regarding work-related opportunities and challenges. This recommendation is particularly relevant given that many Palestinian companies predominantly employ a Top-Down approach to change management.

5.5 Future Studies Suggestions

- Conducting a study on process re-engineering and job satisfaction in the Palestinian private sector. This study sample was a based on the management level in the companies to formulate bigger picture about research subject.
- Conduct future research studying different variables affecting BPR performance.
- Conduct future qualitative research to get a more comprehensive picture.

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Appendices

إستبيان بخصوص إعادة هندسة العمليات كأداة لإدارة التغيير

المقصـــود بإعادة هندســة العمليات Business Process Reengineering هو إعادة التفكير الأساسي وإعادة التصميم الجذري للعمليات الإدارية و التشغيلية لتحقيق تحسينات جوهرية في معايير قياس الأداء. بناءا عليه ارجو المساعدة في تعبئة الإستبيان لأغراض أكاديمية.

القسم الاول: معلومات شخصيه (Personal): معلومات عامة عن المشارك في تعبئة الإستمارة

- املأ/ي الفراغات بالمعلومات المطلوبه:

الرمز	السؤال
Per1	العمر بالسنوات ☐ 18 -24 ☐ 25 - 31 ☐ 32 - 40 ☐ 41 - 05 ☐ 51 او اكبر
Per2	الجنس : ☐ ذكر ☐ انثى
Per3	المؤهل العلمي: ☐ بكالوريوس ☐ ماجستير ☐ دكتوراه
Per4	عدد سنوات الخبرة في المؤسسة ☐ اقل من 5 سنوات ☐ 5 – 10 سنوات ☐ اكثر من 10 سنوات
Per5	عدد الموظفين في المؤسسة ☐ اقل من 50 ☐ 50 – 100 ☐ اكثر من 100
Per6	عمر المؤسسة بالسنوات ☐ اقل من 5 سنوات ☐ 5 – 10 سنوات ☐ 10 – 20 سنة ☐ اكثرمن 20 سنة

القسم الثاني: وضع اشارة (×) في الخانة التي توافق رأيكم

اعادة التفكير في اعمال المؤسسة Business rethinking(BR)

الرمز	السؤال	لا ينطبق	ينطبق لحد ما	ينطبق	ينطبق بشدة
BR1	توجد وحدة متخصصة ضمن الهيكل التنظيمي للمؤسسة لإدارة هندسة العمليات الإدارية.				
BR2	تعمل مؤسستكم على إعادة النظر كليا بالأعمال الإدارية بانتظام.				
BR3	تقوم المؤسسة بإعادة النظر في الأعمال الحالية التي تقوم بها				

BR4	عادة ما يتم اعتماد أساليب عمل جديدة مستقلة تماما عن الأساليب القديمة				
BR5	تتبع في المؤسسة أساليب عمل ابتكاريه في مجال الإدارة				

تصميم العمليات في المؤسسة Process formatting (PF)

الرمز	السؤال	لا ينطبق	ينطبق لحد ما	ينطبق	ينطبق بشدة
PF1	اعادة تصميم العمليات يعتمد على الابقاء على العمليات القديمة و تعديلها للتحسين				
2PF	تستخدم المؤسسة أسلوب التغيير الجذري الشامل في تصميم العمليات الإدارية				
3PF	يتم اعادة تصميم العمليات الإدارية بصفة مستقلة عن العمليات القائمة				
4PF	تحرص المؤسسة على إعادة بناء العمل الإداري القديم من جذوره الأساسية				
5PF	عادة ما يعتمد على الأفكار الإبداعية والجديدة لإعادة تصميم العمل				

مدى تطبيق إعادة هندسة العمليات في المؤسسة BPR implementation level (Imp)

الرمز	السؤال	اوافق	أوافق لحد ما	محايد	معارض لحد ما	معارض
Imp1	المؤسسة تمارس هندسة العمليات باستمرار					
2 Imp	المؤسسة تخصص الإمكانيات اللازمة لاعادة هندسة العمليات					
3 Imp	تولي المؤسسة موضوع إعادة الهندسة أهمية كبيرة					

نتائج تطبيق إعادة هندسة العمليات في المؤسسة BPR results (Res)

الرمز	السؤال	اوافق	أوافق لحد ما	محايد	معارض لحد ما	معارض
Res1	ساهم تطبيق إعادة الهندسة في المؤسسة إلى تحسين النتائج المالية للمؤسسة					
2 Res	ساهم تطبيق إعادة الهندسة في المؤسسة إلى تحسين الأداء بصورة كبيرة					
3 Res	ساهم تطبيق إعادة الهندسة في تطوير العمليات الإدارية					
Res4	ساهم تطبيق إعادة الهندسة في المؤسسة إلى توضيح إجراءات العمل للخدمات المقدمة					
Res5	ساهم تطبيق إعادة الهندسة في المؤسسة إلى تحسين جودة الخدمات المقدمة					

دعم و مساندة الإدارة العليا Top management support (TMS)

الرمز	السؤال	اوافق	أوافق لحد ما	محايد	معارض لحد ما	معارض
TMS1	تدعم الادارة العليا الحصول على دورات و تدريب لمواكبة التغيير					
2 TMS	تظهر الادارة العليا كمثال يحتذى به في تطبيق استراتيجات التغيير					
3 TMS	تسعى الادارة العليا الى تشجيع الموظفين على الالتزام بالعمليات الجديدة					
TMS4	لدي ثقة في ادراة مؤسستي على قيادة التغيير					
TMS5	تتابع الادارة العليا في مؤسستي بشكل جدي عملية اعادة هندسة العمليات					
TMS6	يتم تقدير التميز و الابداع في مؤسستي					

التواصل مع الموظفين Communication (Com)

الرمز	السؤال	اوافق	أوافق لحد ما	محايد	معارض لحد ما	معارض
Com1	لدي معرفة واضحة عن اسباب قيام المؤسسة بعملية اعادة هندسة العمليات					
2 Com	يتم اشراك الموظفين في عملية التخطيط للتغيير					
3 Com	لدى الموظف دراية بدوره في عملية التغيير					
Com4	لدي الحرية الكافية لتقديم الملاحظات و التغذية الراجعة عن عملية التغيير					
Com5	لدي معرفة عن فوائد قيام المؤسسة باعادة هندسة العمليات					
Com6	يتم التواصل مع الموظفين بشكل دوري خلال عملية التغيير					

القسم الثالث: اختار/ي الاجابة الانسب من متعدد حسب رأيكم:

- أي من الأسباب التالية دفعت مؤسستك للقيام بعملية إعادة هندسة العمليات؟

1- تقليل التكاليف

2- تحسين الجودة

3- تحسين رضا الزبائن

4- زيادة سرعة و مرونة الاعمال التشغيلية

5- استجابة لتغييرات جائحة كورونا

6- صنع او تقوية ميزة تنافسية

7- استجابة لتغييرات تكنولوجية

8- اخرى (.....)

- كيف يتم التخطيط لعملية التغيير في مؤسستك؟

1. من الادارة العليا الى الموظفين (Top-Down)
2. لجنة من ادارات المؤسسة
3. يوجد قسم مركزي مختص للتخطيط
4. بالشراكة بين الموظفين و الادراة

- من تجاربك السابقة في مؤسستك ، كيف ترى أثر التغيير عليك كموظف؟

1. ايجابي
2. سلبي
3. لا أعرف

القسم الرابع: اختار/ي الإجابة الأنسب للاسئلة التالية (نعم أو لا أو لا أعرف):

- قامت / تقوم مؤسستي بعملية إعادة هندسة للعمليات ؟

1. نعم
2. لا
3. لا أعرف

- يقترن مفهوم اعادة هندسة العمليات بتقليل عدد الموظفين ؟

1. نعم
2. لا
3. لا أعرف

- في حال قررت مؤسستي القيام بعملية تغيير في العمليات ساقدم الدعم لانجاح عملية التغيير؟

1. نعم
2. لا
3. لا أعرف

الملخص

هدف الدراسة: يهدف البحث إلى دراسة عملية إعادة الهندسة في القطاع الخاص الفلسطيني. لمعرفة الأسباب التي تدفع الشركات إلى تنفيذ استراتيجية إعادة هندسة العمليات وكيفية التخطيط لها. بالإضافة إلى دراسة خمسة متغيرات رئيسية تؤثر على نتائج عملية إعادة الهندسة. لاستكشاف علاقة وأهمية المتغيرات مع نتائج إعادة هندسة العمليات التجارية. (مدى تطبيق اعادة هندسة العمليات ، دعم الادارة العليا ، التواصل مع الموظفين ، اعادة التفكير في الاعمال ، طريقة تكوين العمليات).

مجتمع الدراسة: شكلت شركات القطاع الخاص الفلسطيني مجتمع الدراسة ، وتشكلت عينة الدراسة من (250) فردًا من الطبقة الادارية في شركات القطاع الخاص الفلسطيني، حيث تم توزيع (250) استبانة، وتم استرجاع (197) استبانة بنسبة استرجاع (78.8%)

المنهج: تم استخدام المنهج الوصفي التحليلي والحصول على البيانات الأولية من خلال استبانة وتحليلها باستخدام.SPSS .

النتائج: خلص البحث إلى عدد من النتائج:

1. كانت الدرجة المتعلقة بالمتغير التابع (نتيجة تطبيق اعادة هندسة العمليات 89.4) ٪ (درجة عالية جدا).
2. هناك ارتباط ايجابي بين المتغيرات المؤثرة و المتغير التابع (نتيجة تطبيق اعادة هندسة العمليات) على النحو التالي: (دعم الادارة العليا 89.7٪، التواصل مع الموظفين 83.8٪، مدى تطبيق اعادة هندسة العمليات 83.5٪، طريقة تكوين العمليات 62٪، اعادة التفكير في الاعمال 67.2٪).
3. مدى تطبيق اعادة هندسة العمليات كبير جدا في الشركات الفلسطينية 83.5% و لكن يظهر من خلال البحث بان عملية اعادة الهندسة للعمليات لا تقوم على التغيير بصورة جذرية الذي

يظهر من متوســـط المتغييران (طريقة تكوين العمليات 62% و اعادة التفكير في الاعمال 67.2%).

4. اهم الاسباب التي تدفع الشركات الفلسطينية للقيام بعملية اعادة هندسة العمليات هي تخفيض التكاليف ، تحسين الجودة، تحسين رضا العملاء ، زيادة المرونة للاعمال التشغيلية.

التوصيات: توصل البحث الى عدد من النتائج:

1- زيادة الجهود في مراحل التخطيط قبل تنفيذ إعادة هندسة الأعمال. تبذل الشركات الخاصة الفلسطينية مزيدًا من الجهود في تنفيذ إعادة هندسة الأعمال أكثر من التخطيط لها ، ويتجلى ذلك في المستوى العالي جدًا في تنفيذ إعادة تصميم الأعمال بينما كان لبعد إعادة التفكير في الأعمال و بعد طريقة تكوين العمليات مستوى متوسط من الأهمية.

2- زيادة أنشطة البحث والتطوير بهدف إجراء تحسينات أساسية في الخدمات وزيادة مستوى الابتكار في الخدمات التي تقدمها الشركات.و متابعات التغييرات العالمية و المحلية و خاصة المتعلقة بالذكاء الاصطناعي و التطورات التكنولوجية.

3- إشـــراك الموظفين بشـــكل أكبر في مراحل التخطيط للتغيير وخلق بيئة آمنة حيث يتمتع الموظفون بحرية مشـــاركة أفكارهم وخططهم ورؤيتهم حول فرص والتهديدات المتعلقة بالعمل. حيث أن معظم الشركات الفلسطينية تستخدم النهج من أعلى إلى أسفل لإدارة التغيير.

4- بالإضافة إلى التركيز الكبير على تقليل النفقات.الحاجة إلى الاهتمام بأسباب أخرى لاستخدام إعادة هندســـة العمليات ، مثل بناء ميزة تنافســـية وتحســـين رضـــا العملاء ، وهي خيارات استراتيجية لضمان بقاء عمل الشركات واستمراريتها في المنافسة.