

Preface

قالي تعالى:

(يرفع الله الذين آمنو منكم والذين أوتوا العلم درجات والله بما تعملون خبير)

سورة المجادلة، الآية (١١)

DEDICATION

To spirits of my parents, thanks for your confidence in me, and supporting me,

To my loyal wife,

To my sons and my daughters,

To my brothers and sisters,

To each of the teachers has taught me,

To every seeker of knowledge,

I dedicate this research.

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LIST OF ABBREVIATIONS

BPR	Business Process Reengineering
IS	Information System
IT	Information Technology
RBV	Resource-based view
ROA	Return on assets
ROI	Return on Investment
ROS	Return on asset
SPSS	Statistical Package for the Social Sciences
TQM	Total Quality Management
UAE	United Arab Emirates
GDP	Gross Domestic Product
CBOS	Central Bank of Sudan
Annova	Analysis of Variance
KMO	Kaiser-Meyer-Olkin
UK	United Kingdom
SUST	Sudan University of Science and Technology
USA	United State of America

Abstract

The rapid and complex changes in global business environment due to information and communication technology revolution are fundamentally changing the world of services industry. New services, new models of services, high quality, low cost, and high speed have increased the complexities of the operations and functions of service industry, that forced to call for business process change as a means of transition to a new digital era. This study aims to explore the potential effect of Business Process Reengineering (BPR) and the organizational performance in the Sudanese context as a study on services firms. To achieve the objectives of the study, hypothetico-deductivist approach was adopted and a conceptual model was developed. Resource Based View (RBV) was employed to build the Conceptual Model of the Study. BPR as Independent was measured by (Change Management Systems and Culture, Organizational Change, Top Management Commitment, Information Technology Infrastructure, and Management Competence). In addition, to measure the organizational performance as dependent variable (efficiency, effectiveness and flexibility) are used as dimensions. The study employed descriptive and analytical research design, where convenience sampling and self-administrated survey questionnaires were sent to services firms in Sudan (Finance, Communication and Education), with response rate (96%). Data were obtained from primary sources and were analyzed using Principal Component Analysis and Multiple Regression Analysis. The results of the analysis revealed that there was a significant relationship between BPR (Change Management Systems and Culture, Organizational Change, Information Technology Infrastructure, and Management Competence) and Organizational Performance (Efficiency) of selected firms. The findings showed that there was a significant relationship between the BPR factors (Change Management Systems and Culture, and Top Management Commitment) and Organizational Performance (Flexibility) as well as a significant effect. The study findings showed the learning capabilities moderate the relationship between BPR and organizational performance. The study recommended to Sudanese service firms managers to successful applying BPR strategy and develop an effective management change tool that must be combined with learning capabilities and aligned with strategic planning to enhance the organizational performance.

Keywords: Business Process Reengineering, Organizational Performance, learning capabilities, Sudan, Services Firms.

المستخلص

التطورات السريعة في نتيجة لثورة المعلومات والاتصالات التكنولوجية فرضت تغييرات سريعة ومعقدة وبشكل جذري في بيئة الأعمال، ومن قطاعات الاعمال التي تأثرت بشكل كبير صناعة الخدمات. التغييرات تظهر في قصر دورة طرح خدمات جديدة، خلق خدمات ابتكارية، والجودة العالية، وانخفاض التكلفة والسرعة العالية. هذه الظروف الجديدة أجبرت العديد من المؤسسات في التفكير في الحلول الإدارية الفعالة في سبيل البقاء فانتهجت استراتيجيات التغيير الحديثة من خلال إعادة هندسة العمليات الإدارية كوسيلة للانتقال إلى العصر الرقمي الجديد. حداثة التوجه نحو إعادة هندسة العمليات بالإضافة لغموض الكثير من الجوانب المهمة لأثر هذه المنهجية هدفت هذه الدراسة الي قياس مدي أثر اعادة هندسة العمليات الإدارية كمنهج اداري جديد على الاداء التنظيمي بالإضافة لبيان الدور المعدل للقدرات التعليمية للمؤسسات في هذه العلاقة في المؤسسات الخدمية العاملة في السودان. اعتمدت الدراسة على ابعاد: تغيير نظم وثقافة وقيم العمل، التغيير الهيكل التنظيمي، التزامات الادارة العليا للمنظمات، البنية التحتية لتكنولوجيا المعلومات، والكفاءة والقدرات الادارية كأبعاد لإعادة هندسة العمليات الادارية (متغير مستقل)، اما المتغير التابع الاداء التنظيمي فقد استخدمت ابعاد المرونة وكفاءة الأداء للقياس، كما تم قياس القدرات التعليمية للمنظمات من خلال بعدي تخزين المعرفة واستغلال المعرفة. تم توظيف النموذج المفاهيمي الدراسة مع نظرية الموارد RBV لاستنتاج وتطوير عدد من الفرضيات. تم تصميم استبانة بغرض جمع البيانات وزعت يدويا لجمع البيانات الاولية من عينة الدراسة والتي شملت عدد من مؤسسات الخدمية في السودان التي تمارس نشاطها في كل من قطاع: الاتصالات وتكنولوجيا المعلومات، التعليم والخدمات المالية والمصرفية وكانت نسبة الاسترداد عالية ٩٦%. اتبعت الدراسة المنهج الوصفي التحليلي لتحليل وتفسير النتائج، انتهجت الدراسة لتصميم المعايير الغير الاحتمالية لطبيعة وظروف الدراسة(القصدية). من المعالجات الاحصائية تبنتها الدراسة في تحليل البيانات الانحدار المتعدد لقياس وشرح التباين في المتغير التابع بالإضافة لكشف الدور المعدل للقدرات التعليمية. وظّفت الدراسة التحليلي العاملي و معامل الفا كرو نباخ للتأكد من جودة أداة جمع البيانات من اهم نتائج الدراسة وجود أثر معنوي ب بين ابعاد المتغير المستقل إعادة هندسة العمليات الإدارية التالية: تغير نظم العمل والثقافة التنظيمية، البنية التحتية لتكنولوجيا المعلومات والاتصالات، والكفاءة والقدرات الادارية على المتغير التابع الاداء التنظيمي (الكفاءة)، بالإضافة الي ذلك توصلت الدراسة الي وجود أثر معنوي لأبعاد المتغير المستقل التالية: تغير نظم العمل والثقافة التنظيمية، والتزامات الادارة العليا على الأداء التنظيمي (المرونة) كمتغير تابع. من النتائج المهمة ان القدرات التعليمية (تخزين المعرفة، تدفق المعرفة) عدلت العلاقة بين المتغير التابع والمستقل. وعلى ضوء هذه النتائج قدمت الدراسة مجموعة من التوصيات يمكن للمؤسسات الخدمية في السودان الاسترشاد بها في فهم أثر ومقدار أثر إعادة هندسة العمليات على الأداء التنظيمي بالإضافة الي تحديد اهم العوامل واكثرها تأثيرا على الأداء التنظيمي، كما كشفت الدراسة عن الدور المعدل للقدرات التعليمية للمنظمات في هذه العلاقة وحجم هذا الدور. كما اوصت الدراسة الباحثين والممارسين بضرورة تبني اعادة هندسة العمليات الإدارية في قطاعات اخري لتعميق الفهم وزيادة المعرفة عن أثر إعادة هندسة العمليات على أداء منظمات الاعمال في بيئة العمل السودانية.