

Exploring Business Process Re-Engineering, Project Management, Finance Resource, IT Infrastructure, Management Commitment and Organizational Performance

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Abstract. The purpose of this study is to cause reengineering (BPR) of a business process that is a change in the root process of the unstable environment. This study explores the relationship between the concept of BPR and organizational performance through the review of the literature. Many types of research have been carried out in BPR factors, such as financial resources and project management, management commitment, and IT infrastructure which are very proposed in the review of literature. BPR affects the performance of the organization. The implementation of BPR provides sustainable competitive advantages from organizations.

Keywords: Business Process Re-engineering, Project Management, Financial resource, IT infrastructure, Management Commitment, Organizational Performance

Introduction

The recent improvement where organizations battle to get a sustainable competitive advantage. The organizations continuously shifting the market to ensure competitiveness, thus change is the main steady in the turbulent environment. To remain competitive, the genuine achievement of the organization must be measured accordingly. Hence, change initiatives must be implemented continuously or drastically. Performance can be described as a gathering of work activities, efficiency, and effectiveness, their estimation, and the following outcomes accomplished (George, 2016; Soi & Kimencu, 2019). Performance is generally considered as the most significant in the battlefield of numerous organizations to get a competitive advantage, subsequently the need to implement the change (Ahmad, Sabar, Udin, Latif, & Zainuddin, 2019; Ramzi, Ahmad, & Zakaria, 2019).

Therefore, performance is the showing of achieving the set target and duties from the point of the judging part. At an essential level, performance is a part of effectiveness and efficiency. Organizational performance can be characterized under market performance, financial performance and investor value. Every organization has an all around described instrument of evaluating performance, which enables it to assess current and past achievements concerning anticipated standards. The procedures used to measure performance are concerning the setting wherein the organization works and the strategy targets (George, 2016; Mutunga, 2017), and it is particularly based on the nature of the organization (Ramzi et al., 2019).

The International Business Machines Corporation (IBM) is the organization that is proceeding with the BPR application through the creation of its technician's consultants. It is additionally the BPR approach understudy that is the proceeding mission of the organization and depends on the motivation of the requirements for its implementation (Ahmad & Francis, 2007). The majority of private organizations implement BPR although some may implement some incremental projects (Wang, 2017). As for IBM used the capabilities and knowledge of their technicians into the manufacturing and improvement of computer mainframes for the IT business delivery resolutions for their customers (Grant, 2016; Wang, 2017), implemented the BPR. BPR has become a basic issue with IBM that leverages ability and core competence to lead the stiff competition in the 90s (Hammer & Champy, 1993). Awakened from complacency (Marchalina & Ahmad, 2017) by being not sensitive to the external environment that caused the company to lose billions of revenue to the competitors and were eroded by the competition (Sorunke & Nasir, 2016). The core business processes were re-engineered for example, in

accounts, product development, human resources and consulting services (Hammer & Champy, 1993), and offering end-to-end business solutions (Marchalina & Ahmad, 2017).

Problem Statement

In an unstable environment, organizations must have to be at the same pace or quantum leap the competitors. Some organizations had radically redesigned the processes and embarked on BPR (Ahmad et al., 2007) that showed favorable outcomes. Until now the development of an organization broadly considered as generally important in BPR and the speed of change has extended in manifolds (Eze, Adelekan, & Nwaba, 2019). According to Hammer and Champy (1993), previous research on the concept of BPR recommends that it has acute effects on organizational strategy (Eze, Adelekan, & Nwaba, 2019) expresses BPR as changed practices that together form a part of the larger system which is aimed for enabling organizations with advanced technologies and innovations. The current research believes reengineering needs a conceptual model if it is expected to bring expected results and success. Many debates around the BPR stated the significant relevance until now (Michael, Faith, & Christina, 2018; Zaini & Saad, 2019), to enhance the performance of an organization.

The BPR is attractive because of its helping role, increasing the performance primarily on financial performance. Performance definitely be an issue for many organizations, especially on the technology advent (Boukerika et al., 2019), that is a surprising feature of BPR approach would offer a radical development on quality, enhance customer service, increased speed and reduced costs (Gomes, Yasin, & Lisboa, 2004; Zaini & Saad, 2019) because of global competitiveness and the volatile market. Thus, researchers have always observed BPR for profit maximization, the organization's capacity to get proactive in the process by adopting the BPR to achieve improvement for organizational performance (Davenport & Short, 1990; Hammer & Champy, 1993).

Presently, BPR has progressively transformed into an unlimited change management model that has caught the attention of scholars and has also transformed into an ordinary feature cross organization (Hassan, 2018; Michael, Faith, & Christina, 2018). (Hammer & Champy, 1993) describes BPR as the fundamental re-examining and radical redesign of business processes to achieve astounding enhancements in critical, present-day assessments of performance, for instance, price, service, quality, and speed (Michael et al., 2018). BPR advocates that organizations retreat to the essentials and reexamine their exceptional starting stages. It doesn't support little change. Or on the other hand, possibly it goes for total reevaluation.

Little knowledge on the BPR, a general management tool for rapid technological and business changes (Grant, 2016). Most of the literature by earlier researchers focus on people, BPR creates change in people in terms of behavior and culture, processes and technology (Al-Mashari & Zairi, 2000). It does not look out adjust to fix existing processes, but forces organizations to ask whether or not a process is fundamental, and then looks to find a superior way to do it (Bradford & Gerard, 2015). BPR encourages private organizations to manage with new economic challenges and change the old processes to improve organizational performance (Bradford & Gerard, 2015; Mathew, Sulphrey, & Rajasekar, 2015).

Literature Review

The Concept of BPR

To survive and exceed in this type of business environment is a critical concern for private organizations. BPR is a management concept that hopes to part away from the old-fashioned to better strategies of organizing people, processes and the utilization of information technology to accomplish better outcomes that are of help to the organizations. Reengineering

is a radical redesign and fundamental rethinking of business procedures to accomplish dramatic enhancements in measures of performance, such as cost, service, speed, and quality (Hammer & Champy, 1993). This definition incorporates four keywords: fundamental, radical, and dramatic and processes.

The advocates of BPR ensure that if the concept is precisely implemented, organizations would achieve a quantum leap of improvement in cost reduction, productivity, speed and profitability (Hammer & Champy, 1993). BPR is a method for improving the performance of an organization with the objective of finding a new manner to organize people, and redesign processes with the assistance of information technology to achieve organizational objectives. While restructuring the business process, the content of work and organizational structure changes for all employees to acknowledge radical changes in beliefs and values. Therefore, reengineering is not complete until all components of the business system, i.e., Business processes, structures, and jobs change because people, managers, jobs, and values are linked together (Hammer & Champy, 1993).

BPR is a management discipline for analyzing and redesigning current business processes and their components in terms of efficiency, effectiveness and increased value to the objectives of the business. Generally, the BPR steps are planned to accumulate and process business requirements with the assistance of a modernization effort in a clear area. The BPR starts with planning activities that involve the making of the BPR term, the advancement of BPR scope record and an assessment of the suggestion that identifies a certain area, examines the present and future business procedure and improves it. Therefore, the successful implementation of BPR depends on how the project fits the organizational culture norms, and information technology (Ahmad, Francis, & Zairi, 2007; Davenport & Short, 1990; Elizabeth & Aquila, 2017; Hammer & Champy, 1993). It is difficult to implement BPR in the organization because several matters need to consider because the implementation of BPR needs an appropriate, arranging and gigantic endeavors from organizational members whether private or public organization (Ahmad et al., 2007; Habib, 2013; Manyazewal, 2018; Nisar, Ahmad, & Ahmad, 2014).

The Methods of BPR

BPR looks to part away from the old and current processes to come with new approaches for completing things done/tasks, organizing people and using information systems so that the resulting processes would better help the objectives of the organization. The fundamental operation in a business is the first and essential need for reengineering. The fundamental question of how an organization should be run should be asked by the organization owners, the answers to these questions consistently lead to a comprehension of the fundamental operations of the organization and justification behind any present assumption. Re-engineering starts with no assumption and organizations that execute reengineering must guard against such assumptions, take nothing for granted and should determine what an organization needs and how effectively it can be done. The second keyword to reengineering is radical redesigning, which means abandoning all present arrangements and methods and making a new contemporary system of accomplishing a task.

This means reengineering is about beginning with a new process with no presumption or adjustment. Therefore, re-innovated of business processes. The third keyword in the BPR concept is a dramatic improvement and reengineering, which includes achieving greater performance not like making incremental improvement. Marginal improvement requires re-adjustment while dramatic improvement demands getting away with a present process and replacing it with something new and contemporary. The fourth keyword in defining BPR is processed. This is the essential concept in reengineering. The division of worker approach, which is totally applied in classic business structure, should be changed in the process-based

approach to ensure the effectiveness and efficiency of processes.

The lack of experimental studies on BPR covering a wide extent of issues with rigorous methodology has been confirmed by various authors (Al-Mashari et al., 2001; Motwani & Topol, 1998). From the accessible survey, we can briefly discuss the following previous studies of BPR factors. Guimaraes and Bond (1996) identified six organizational BPR factors for implementation. These incorporate process change, implementation problems, goals and objective's achievement, derived benefits and organizational performance. The study further demonstrated the achievement factors for implementation to incorporate external, leadership, employee empowerment, operational method, communication, and tools. Al-hashem and Yaseen (2015) reported six indicators for BPR strategy, management commitment, continuous improvement, information technology, customer satisfaction, and performance improvement. Omid and Khoshtinat (2016) recommended four factors dependent on a combination of the literature and previously performed surveys. The four achievement factors are strategic, organizational, methodological and technological & educational issues. Ahmad et al. (2007) found seven success factors as important to BPR implementation in higher educational organizations. These include change management, quality culture, teamwork, rewards, quality management system, adequate financial resources, and less bureaucracy.

The Critical Success Factors of BPR

There is considerable literature on critical success factors of BPR implementation with proof concerning the performance impact; hence, there is a need to examine the success factors in connection to performance (Ahmad & Francis, 2007; Banihashemi, Hosseini, Golizadeh, & Sankaran, 2017). No doubt reengineering in the present-day globalized economy is not only a necessity but essential as the prerequisite for the success of any organization. BPR factors are strongly identified with the mission and strategic targets of the organization or project. Whereas the mission and goals focus on the aims and what is to be accomplished, BPR factors focus on the most significant factors and get to the very heart of what is to be accomplished and how to accomplish it.

The literature review of BPR factors studies that the opinion of scholars on the subject matter can be classified into two (Ashrafi, Zare Ravasan, Trkman, & Afshari, 2019; Zhou, Mavondo, & Saunders, 2018). The first group incorporates the scholars who concur that BPR factors are a panacea to fierce market changes, customer demand, and competition (Davenport & Short, 1990; Haverkamp & de Vries, 2019), while the second group holds the opposing perspective claiming that BPR factors have failed to meet its desires (Bhaskar, 2018). As indicated by Al-Mashari, Irani, and Zairi (2001), the average success rate accomplishment of implementing BPR in developed countries, Multi-National Corporation, was 55 percent, 61 percent accomplished in the USA and 49 percent in Europe. Therefore, it is risky to generalize the BPR success rate, because the assessment is subjective as cross-national differences, such as (cultural beliefs, values, and norms) may exist. Reengineering is a painful process because the entire set of beliefs and values in the organization are being challenged (Hammer & Champy, 1993).

The BPR studies that examined lessons gained from BPR approaches were case studies (Ahmad et al., 2007; Broadbent, Weill, & St. Clair, 1999; Hasnan, Ringim, & Razalli, 2017). Al-Mashari and Zairi (1999) classified the CSFs of BPR implementation into five dimensions, with each having items that measured it. The five items are change management, BPR project management, management competence, organizational structure, and information technology infrastructure.

Therefore, BPR could be adapted to private organizations, which is in line with the previous studies (Ahmad et al., 2007; M. Al-Mashari & Zairi, 1999; Lines, Sullivan, Smithwick, & Mischung, 2015; Mohammed et al., 2018; R.Baskaran & Associate, 2018;

Ringim, Razalli, & Hasnan, 2012). The BPR factors identified are the change management and the customer focus influence organizational performance.

Model for Business Process Reengineering

A model for business process reengineering in organizational performance in Riyadh readiness from the literature on information technology capability together with qualitative findings. As illustrated in Figure 1, this study integrates six factors that will be discussed in this section.

Project Management

Effectiveness of Project management will be a major factor to make a change in the organizational structure. The elements of the BPR project make new processes that can describe jobs and obligations across the current organizational functions and integrate human resources into new duties. Project management must often align with the strategy and competency of the organization. According to Al-Mashari and Zairi (2000), the factors that are connected with BPR project incorporates organization must aligned the strategy of BPR with corporate strategy, organization must have a clear vision, organization must have an effective arranging, organization should have consultancy effectiveness, organization must align BPR organization should implement the new method in project management to improve organization performance (Kerzner, 2017). Unfortunately, it is still hard to accomplish when the organization is still applying the old approach. However, the successful approach is dependent on the effectiveness of the projects that are being held by the organizations.

Project management should be implemented because it will guarantee the whole organization comprehends the new approach of BPR. Successful implementation of BPR is relying upon the BPR project itself (Al-Mashari & Zairi, 2000). Furthermore, Esbeashade (2016) describes that BPR project management is a process or activity dependent on the requirement from the customer. It is totally benefitting the organization to meet customer requirements and demands.

Also, the employee must have appropriate knowledge and skills on these approaches before organizations implement the major re-engineering. Employees are encouraged to attend the training to get a skill about BPR from experts or consultants as the best possible training (Ahmad et al., 2007; Al-Fawaeer, Ridha & Yousif, 2019). Training and development on the BPR project will assist the organization in accessing workers' capability to manage BPR. The statement is supported by Farajallah et al. (2018) which depicted that employees must have a capacity to implement and organize whether the organization is expected to get success in its performance. The determination of the right and the appropriate project will enhance the level of performance because due to the successful BPR project, the organizational parties can craft and organize the correct activities in the future. The right guideline will drive the organization to organize the right activities at the opportune time and place.

Financial Resource

The recapitalization of organizations aims to ensure the financial resources to behave effectively (Ahmad et al., 2007). BPR needs a huge amount of money and it's a costly project. A weak capital base cannot risk lending to the organization. The organization is requesting sufficient funding, enough to implement the change, until the BPR is successfully achieved. The consolidation and recapitalization will improve the profitability and operational efficiency of organizations; expand the shareholding base of private organizations. Thus, the Saudi economy will be stronger and better for projects in various spheres of the economy and organizations will support entrepreneurship (Eid & Awad, 2017). Thus, since a significant objective of Saudi's economic policy is to increase the role of the private organizations in the

economy (as stated in the recently announced Saudi Vision 2030).

The percentage of private organizations in Saudi Arabia represents 99.7% of the total number of organizations and only 0.3 % are in the government sector and about 40% of total GDP represented by the private sector (General Organization for Social Insurance, 2019). Recently, after plunging oil prices, the Saudi government set new plans to enhance the economy instead of depending on oil as the primary source of its income. In the budget for 2019, the Saudi Arabia government reported that it would decrease government sponsorships by privatizing a scope of sectors and economic activities (Ministry of Finance, 2019).

Information Technology Infrastructure

This study explains the development of information technology IT infrastructure, the organization spending for IT infrastructure, IS maintenance, IT consulting, IT personnel training, computers and software, proper IS integration, and increased IT competency. IT infrastructure is using electronic technology to experience activities and essential business needs at all levels (Subramaniam, 2017). In other words, IT is an automation of new processes, operations, activities, telecommunication, information, using electronic technology and so forth. IT infrastructure empowers the organization to share the resource using organizational technical and organization capability (Radziwill, 2018). Besides that, IT infrastructure is considered a crucial component of successful BPR endeavors. BPR is an effective method to enhance organizations performance by giving a new approach to design and develop new strategies (Razalli et al., 2015). The organization becomes effective when they are capable of adjusting among IT infrastructure and strategy of BPR to develop an effective IT infrastructure, computers and software, maintenance, and organization which is connected among computers and customers (Khalifa, Ibrahim, & Ali, 2015).

According to Razalli et al. (2017), almost all of the respondents have concurred that the organization must enhance its IT software to efficiently and effectively manage every day operational activity. This situation demonstrates that IT infrastructure is a critical aspect because by using the IT infrastructure, an organization will change its manual or traditional approach to automatic or current approach. Cheng and Chiu (2008) referenced that the organization sector will enhance their performance by using automation and change it from manual work. Therefore, the improvement of IT infrastructure will expand the level of public interest and satisfaction and give help to the community in doing exchange activity and enhance the knowledge and skills of employees to apply technology as another method.

The organization requires IT infrastructure since information technology will integrate to departments together and will assemble the whole system together (Ahmad et al., 2007; Razalli, 2015). Clearly, by integrating all activity together, it will make the activity and approaches running dependent on the actual planning and gives long-term benefit to the organization. Bhaskar (2016) states IT is essential to support organization and executes BPR. Furthermore, IT is able to develop BPR to analyze model, evaluation and process needs, and ensure the interest to assist an organization with being better in their performance continuously.

The organizations should have the capacity to produce products or services to innovate intuitively to attract customers. Organization needs IT infrastructure to develop innovation. As referred to by Razalli (2015) will make the organization become unique and reach a competitive advantage in the marketplace in terms of sales and services if the organization uses new innovation. Furthermore, they included that IT will increase the profit and enhance the quality and at the same time, it will enhance the performance of the organization. Vyas et al. (2015) also agreed that the accomplishment of IT applications will enhance the effectiveness of BPR implementation. Referring to Al-Mashari and Zairi (2000), the measurements of IT are an important factor to accomplish the objective of BPR implementation. Thus, the organization requests to integrate BPR strategy with organizational strategy and build an effective IT

infrastructure, effective in using software tools. So, it can enhance the organization performance effectively and efficiently if the organizational parties integrated together with all the critical aspects of IT infrastructure in BPR implementation.

Management Commitment

Management competencies are basic matters that ensure the whole employee will do the right things and accomplish remarkable objectives. A lack of management support will influence the organization to fail to implement new creative and innovative approaches. The recognizable management practices will directly impact the accomplishment of BPR implementation if top management is supportive, shows an endeavor and commitment for an organization (Latan et al., 2018). Based on the consequence of the research of (Tzempelikos, 2015), the managers that have radical orientation about the BPR approach are not difficult to apply and implement any approaches. The management of the organization is committed to ensuring that the majority of the employees have to accomplish dramatic organizational improvement. Without help and sponsorship from management, it will influence the organization to fail and ineffective to operate its daily routine. Management should be active, genuine, effective, supportive, and ensure the cooperation of all employees in an organization. Management should have a few outstanding characteristics since top management is responsible for the organizational structure and activity (Humphrey & Gupta, 2015). The involvement of management is also empowering the organization to establish justice to determine job, task and other activities to their employees. Also, the combination of roles, leader's activities and responsibility will impact the level of success in re-engineering approaches.

As indicated by Sharma, Kant (2015), in order to confront the environment that has a few challenges and consistent enhancement, management must commit to developing activities by using the new strategy and approach to realize the dream and want of the organization. The roles of management are critical to all employees because the manager needs to increase the performance changes of the organization and ensure its success (Caccia-Bava, Guimaraes, & Guimaraes, 2013). To be a good leader one should have knowledge and experience. Management needs an ability to make a decision about the BPR approach and knowledge to help the organization activity (Oktavianty, 2018) because Cheng and Chiu (2008) explain that the majority of employees need commitment from the management to guide them to engage with change. Occasionally, employees are also worried and not instructed to execute something without guidelines from management.

Management should have a complete commitment to each perspective to support the BPR approach (Fasna & Gunatilake, 2019). Management also should steady and support to be successful (Vyas et al., 2015) and apply it continuously (Al-Mashari & Zairi, 2000). Furthermore, Halverson (2015) additionally claimed that management needs to concentrate on three criteria such as resource, money, and leadership in order to changeability and skill of employees. Management must be predictable and strong in supporting three elements (money, resource, and leadership) if they want to accomplish better performance. Al-Mashari and Zairi (1999) also expressed that management must have the capability to manage risk and sponsorship the financial resource. Sponsorship of financial resources will encourage the implementation of BPR practices. Without sponsorship from management, it tends to be ineffective to implement BPR practices. On the other hand, the least comprehension among the management and employees also becomes an indication of ill-preparedness to succeed in implementing BPR (Chua, Basit, & Hassan, 2018). Management should have effective communication and motivate an employee to complete a movement in order to control BPR (Nkeobuna & Ugoani, 2019). Commitment from management is fundamentally important because top management is responsible to determine the direction and target of an organization.

Informational Technology Capability

The concept of IT capability was presented by Ross, Beath, and Goodhue (1998), which characterized IT capability as the organization's ability to aggregate, integrate and deploy IT based resources. Nwankpa and Building (2016) pointed out that the IT capability measurement covers relationships in the department of IT with the rest of the organization. Bipat et al. (2018) widened the clarification of the accepted views of organizational IT capabilities to an organization's IT function, also, defined IT capability as the ability of the organization to mobilize IT resources in combination with capabilities and other resources. Those IT-based resources are IT enabled resources consisting of technical and managerial IT skills; intangible IT-enabled resources such as assets, customer orientation, knowledge, and synergy the sharing of resources and capabilities across organizational divisions. Therefore, capabilities reflect the ability of the organizations to join resources to promote superior performance.

Namada (2017) defines the extent to which an organization is prepared. High level of IT knowledge would empower operation in the organization's strategy, cost effective systems, and develop reliability inside the organization (Liu et al., 2019). Razalli et al. (2017) classified Human IT resources incorporate technical IT knowledge. IT knowledge concerns the extent to which an organization possesses a body of technical knowledge about objects, for example. IT knowledge incorporates professional qualifications, expertise and skills. IT operations incorporate IT functions, coordination, and connection with the user community.

Organizational Performance

The organization is an organized entity that comprises human, physical, and financial resources to accomplish particular objects, organization of business which is shaped to propose an assortment of services and products for profit (Singh, Darwish, & Potočnik, 2016). The organization endeavors to improve its general performance by evaluating its effectiveness and efficacy during a certain period of time. There are different benchmarks for evaluating the organization's performance at the time of competition, the key pointers quantify the organizational performance comprises productivity, leverage, liquidity, market share, management performance, quality of goods, innovation, productivity and services, human resources (Friedman & Kass, 2018).

Innovative organization services and processes developed with market combines due to mergers and acquisitions. This dual pattern of consolidation and specialization forces organizations to be able to face global and international markets. Performance enhancement endeavors aim at a complete reorganization of internal processes. Attempts to transfer methods such as re-engineering process initiatives that have proven effective in other industries are completed.

In a turbulent environment, an organization offers information to investors to either retain or withdraw their investment from the organization. Managers' face continual challenges to develop their activities to enhance the profitability and performance of their organization. Agbaje (2014) examined comparing organizational performance and economic factors. Also, concluded that organizational factors impacted the profitability more than the economic factors. Performance of the organization can be evaluated through RBV, explored by researchers (Barney, 1991; Wernerfelt, 1984). Performance of an organization could be connected with market orientation, human-resource productivity, organizational learning, quality enhancement (George, 1994; Mohammed, Musa, & Hammad, 2018).

Mostly, organizational performance is evaluated through the use of financial and non-financial measures. There are several literary scholars who have used non-financial measures to evaluate effectiveness and organizational performance (Venkatraman & Ramanujam, 1986; Quinn & Rohrbaugh, 1981). It is recommended that four models, rational goal model; internal process; open system and human relations can represent the organizational performance (Quinn

& Rohrbaugh, 1983). Wheelen and Hunger (2012) contended suitable performance measures depended on their objectives, cost reduction, profitability, and market share.

Performance evaluation gives enough information to get better business choices. Oktavianty and Sulistyarini, (2015) described that analysis on the improvement accomplished by choosing private organizations in terms of stable growth of net income is better earnings per share compared to other organizations. Moreover, the results of the organization operation are incorporated to improve efficiency connected with reducing operating costs and expanding customer relationships in the organization (Calomiris, 1999). Improvements in organization productivity have been found in Saudi Arabia as the outcome of technological changes that have enhanced their operational efficiency (Akhtar et al., 2010).

The technology suited the driving force for a competition that enhanced the operation's efficiency and Nigerian organization's performance (Omoke, Diugwu, Nwaogbe, Ibe, & Ekpe, 2015). Likewise, organizational performance in different service sectors, the organization's comprehension of the knowledge of customer requests and expectations (Slater & Narver, 1995). The performance of the organization operating in the service industry can be enhanced by providing customized services designed for choice customers in the service sector (Mesu, Sanders, & Riemsdijk, 2015). Kim et al. (2012) contended that the board of directors and participation in an organization's strategy and the directors have a positive impact on the performance of organizations.

Furthermore, Purwadita, Mugiono, and Idris, (2018) have made it clear that the relationship between leadership, employee, customer, productivity and performance are significant. However, the empirical survey on organizations related to the implementation effect on customer focus, customer satisfaction, and did not find any significant variation between organizations. Therefore, the organization must try to increase their customers' satisfaction to increase sales size, improve profitability, which improves the performance in the long run (Baker & Sinkula, 1999).

Conclusion

Business is set up with the sole aim to make a competitive advantage. In other words, the organization always looks for the best strategy that will yield a favorable return on improving organizational performance. Prior research as shown business process reengineering factors are one of such strategies which organizations can use to improve the organizational performance, which has been related to several performances in term of redesigning customer-focused business process and using customer feedback to identify with the organization's ability to satisfy customers (Trkman, Mertens, Viaene, & Gemmel, 2015). In other words, an organization that uses BPR factors stands a chance of improving overall organizational performance.

As stated earlier, the main aim of the paper is to explore the relationship between BPR factors and organizational performance and found that project management and management commitment become the main elements highlighted by the literature. After a critical review of the literature, a model was developed. The study explores the relationship between business process reengineering, project management and management commitment factors that are not significant organizational performance. Another factor is financial resources and Information technology infrastructures are significant to organizational performance. Based on available analysis we can deduce that business process reengineering is antecedent to organizational performance.

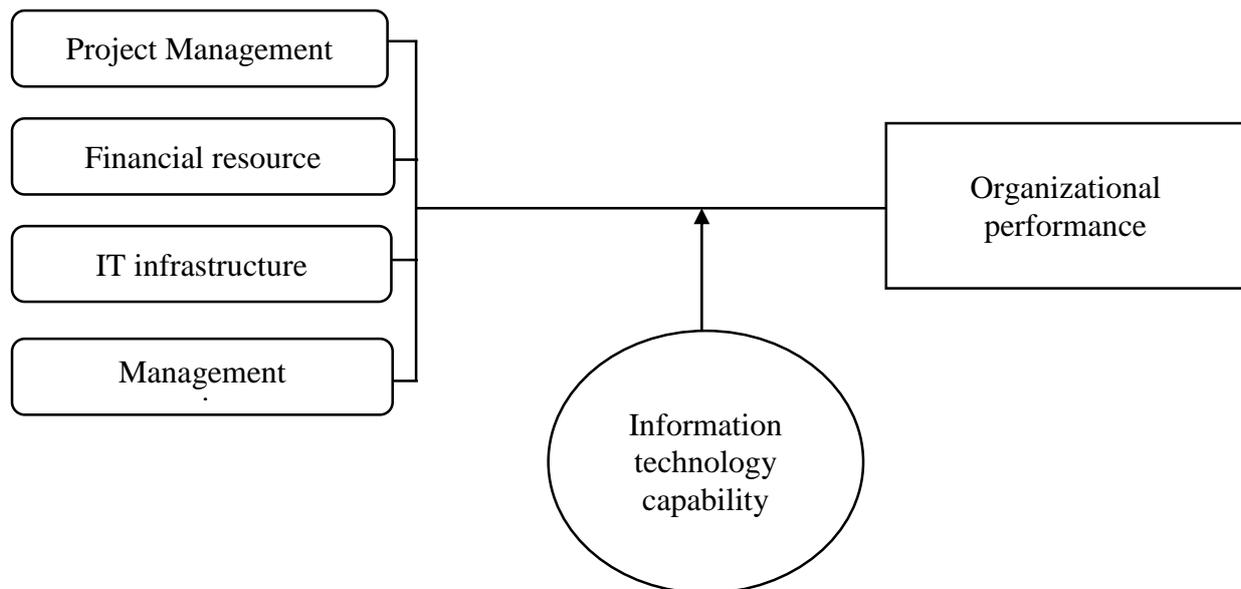


Figure 1. Organizational performance in Riyadh

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