

**EFFECT OF ORGANISATIONAL RE-ENGINEERING ON EMPLOYEES
PERFORMANCE**

CASE STUDY OF TOYOTA GHANA LIMITED

KNUST

By

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DECLARATION

I hereby declare that this piece is my own work towards the Master of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person or material which has been accepted for the award of any other degree of the university except where due acknowledgement has been made in the text.

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ABSTRACT

The automobile industry in Ghana has undergone tremendous change over the years as a result of competition among the players. Companies are constantly putting strategies in place in order to satisfy customers by the adoption of Business Process Re-engineering. The study focused on investigating into organizational re-engineering and its effects on employees' performance. The population of the study comprised of employees at Toyota Ghana Limited. The study collected data using questionnaires and interview guide. The study adopted purposive sampling technique in selecting respondents. The study adopted regression analysis to establish the relationship between Business process re-engineering and performance. Descriptive analysis was also used to give explanations to the analysis. The study was conducted on a total of 55 employees and a 100% response rate was recorded. The study found that, information technology, special service tool, achieving 100% super liability rate, provision of spare parts to meet schedule, changes in organizational strategy, effective training of staff and a conducive work place culture were re-engineering efforts being practiced at Toyota Ghana Limited. Employees are also in full support of re-engineering efforts of Toyota to enhance their performance in the areas of skill upgrading, team work, good working environment and design of work. However, longer training period, frequent information technology failures, staff adaptation, unavailability of team members, constantly reminding employees and to maintain high standard are some challenges confronting Re-engineering efforts of Toyota Ghana Limited. The study recommended periodic rating and staff assessment, continuous evaluation of work processes, technology maintenance and effective brainstorming as strategies to improve re-engineering that Toyota embarks on to enhance employee performance

DEDICATION

This thesis is dedicated to my beloved parents, Mr Isaac Ekow Nana Baiden and Mrs
Georgina Mensah Baiden.

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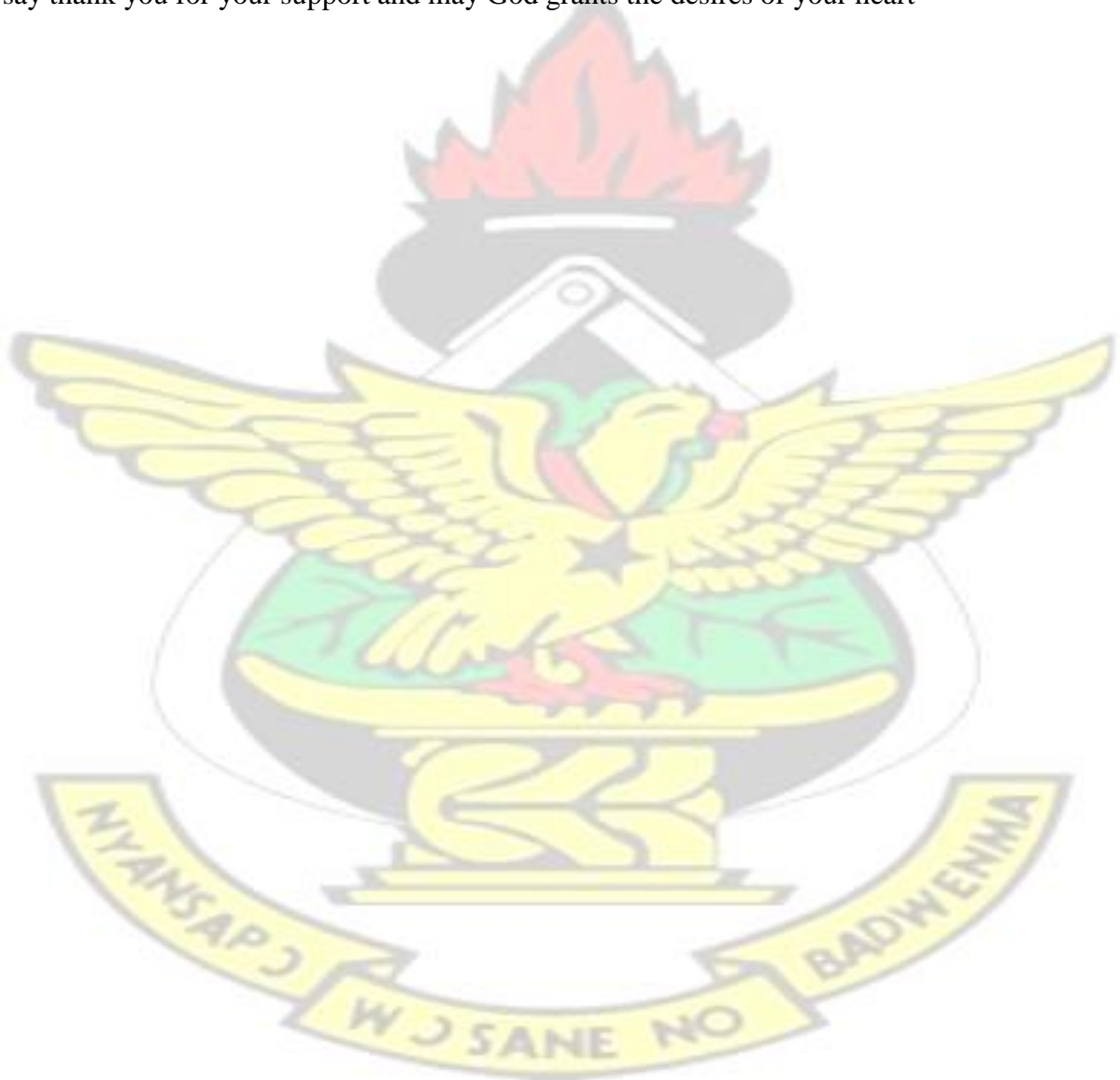


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LIST OF ABBREVIATIONS

BPR	Business Process Re-engineering
EM	Express Maintenance
SOPs	Special Order Parts
SPSS	Statistical Package for Social Scientist
SST	Special Service Too



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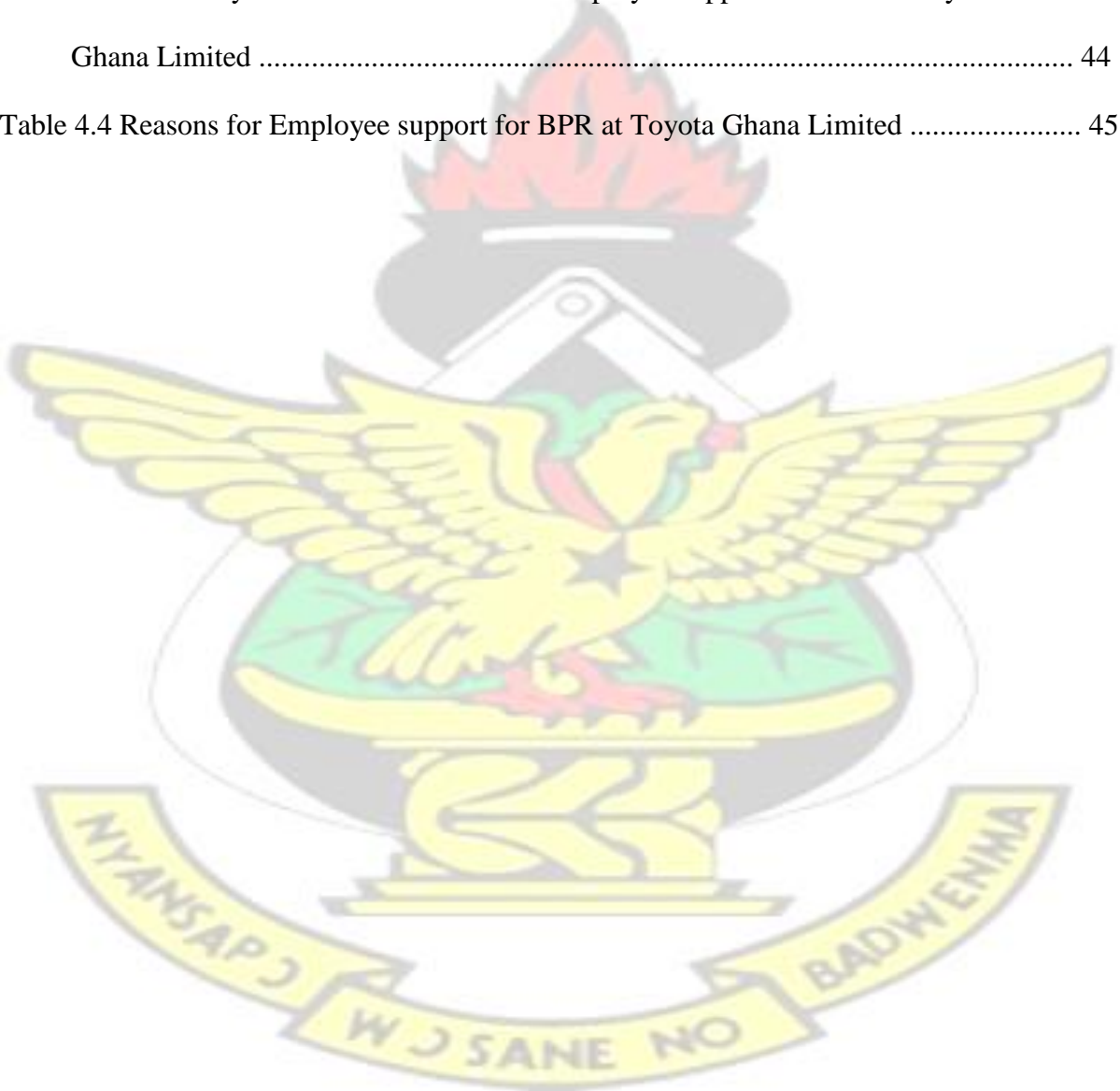
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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

The introductory chapter gives the general introduction to the study. It captured background of the study, problem statement, objectives of the study, research questions, scope of the study, justification of the study, limitations the study encounter and structure of the study.

1.2 Background of the Study

Today world of business has become so competitive that, many firms tend to re-engineer their businesses in order to be efficient and competitive in the industry they operate. Business Process Re-engineering (BPR) has therefore become a competitive tool that firms are employing with the purpose of helping organizations to build themselves with contemporary technologies business solution and innovations (Sharma, 2006). For the firm to experience increased efficiency, enhance productivity and as well realized profitability, there should be a dramatic change with respect to the design of firms processes (Graham, 2010).

BPR is been seen as crowd of interconnected which creates value through integration of firms processes (Habib & Wazir, 2012). Marjanovic (2000) shared the fact that the contemporary business process environment in which an organization exists is becoming increasingly dynamic. The pressing needs to improve the existing business process and employee performance in an organization, results in the appearance and application of a new field named BPR. Evans and Berman (1990) reflected that customers wish to obtain quality product and service with minimum price and time. Meanwhile, many organizations stick to

the traditional way of producing products and rendering service which breeds inefficiency and disappoints organizations stakeholders and clients.

Employees play critical role as they serve as a link between the organization and its customers. Employees' ability to embrace the re-engineering process will in the long run affect its implementation and the way it will be translated to serve customers as time has become important in the competitive business environment. Tarokh, et al. (2006) reveal time is full of changes, transformation, and unrest where all the rich suddenly emerge and collapse hence all organizations that desire sustainability need to respond for all forms of change in the environment accordingly.

Firms need to improve their overall performance and organizations performance depends on how well employees of an organization execute their responsibilities. BPR is viewed by many as fundamental rethinking and radical redesign of firm's processes that help to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service, and speed hence employees' empowerment is important (Hammer & Champy, 1993). BPR is therefore a management tool, in which businesses process are examined to improve cost efficiency and service effectiveness (Lindsay, et al., 2003; Vidovic & Vuhic, 2003; Abdolvald, et al., 2008).

Toyota Ghana Company Limited is a competing firm in the automobile industry competing with other players such as Nissan, Mercedes, and Honda among others. It has over the years developed strategies to satisfy its customers. These have called for re-engineering its

processes as a way of developing and building its human resource base to satisfy its numerous customers in Ghana and other parts of the world through the use of technology. Aremu and Saka (2006) believed that, Information technology (IT) serves as a strategic organizational resource that enhance great changes I a form of competitive behaviour and improved customer service. Davenport and Short (1990) argue that, BPR implies taking a broader opinion on both IT, building strong relationship among business activities.

1.3 Statement of the Problem

BPR does not only mean change that organization requires but the change should be dramatic (Balasubramanian, 2010). The components of dramatic changes include overall structures of organization, systems of management, responsibilities of employees, performance measurement, use of IT, skills development as well as incentive systems. It is worth mentioning that, BPR has the potential to impact of the overall conduct of business practices and the tendency to make firms competitive among industry players as the change can result in either success or failure (Khuzaimah, 2001).

BPR is one critical strategy that firms adopt in managing change in such a way that, firms also requires support from every member of the organization. Sometimes even after reengineering, the firm does not experience any improvement but rather contribute negatively on the organization since customers may find it difficult to adapt to this changes likewise the employees. This attest to the fact that, not all BPR projects that firms embark have been a success resulting in increased performance (Shin & Donald, 2002).

Lack of dramatic change has become one common challenge that businesses face nowadays resulting in the introduction of BPR strategies to curtail such problems. Most problems that the dramatic change poses to businesses include lack of clear vision from senior management, monitoring BPR projects and as well inability of employees to give support and commitment to the new paradigm shift (Graham, 2010). One important challenge worth mentioning is the fact that, management is not able to manage firms balancing measures of performance in a form of layoffs, quality service delivery, cost of operation, speed in delivery as well as other stakeholder's desires. This is because as a result of re-engineering, many people may be laid off hence employees may not be willing to support the re-engineering strategies. Toyota Ghana Limited for that matter Kumasi branch is no exception when it comes to issues of reengineering.

The BPR at Toyota Ghana Limited have over the past years results in layoff, short training period, lack of commitment, challenges of maintaining high standards, inability of staffs to embrace change as well as challenges of constantly reminding staff. The ultimate aim of BPR of increase performance and giving value to clients sometimes results in dissatisfied customer leading to complaints, spreading word of mouth, high service charges and as well looking for alternatives way of acquiring services. Thus the study sought to investigate organizational re-engineering and its effects on employees' performance using Toyota Ghana Limited as a case study.

1.4 Research Objectives

The aim of this study is to investigate the effects of organizational re-engineering and its effects on employees' performance. Specifically, the study seeks:

1. To evaluate the type of re-engineering projects that Toyota Ghana Limited has put in place to enhance employee performance.
2. To examine the impact of re-engineering projects on employees performance at Toyota Ghana Limited.
3. To examine employees desires to support re-engineering strategies that Toyota Ghana Limited has introduced to enhance their performance.
4. To ascertain challenges that confronts Toyota Ghana Limited in their reengineering efforts as far as employees are concerned and strategies to circumvent these challenges.

1.5 Research Questions

In order to accomplish the objectives of the study, the following research questions are worth considering:

1. What type of re-engineering projects has Toyota Ghana Limited put in place to enhance employees performance?
2. What impact does re-engineering projects have on employees' performance at Toyota Ghana Limited?
3. What is the level of employees desires to support re-engineering strategies that Toyota Ghana Limited has introduced to enhance their performance?

4. What challenges confront Toyota Ghana Limited in their re-engineering efforts as far as employees are concerned and strategies to circumvent these challenges?

1.6 Scope of the Study

The focus of the study is on organizational re-engineering and its effects on employees' performance at Toyota Ghana Limited. The research was limited to employees and management of Toyota Ghana Limited, Ghana.

1.7 Significance of the Study

Firstly, the study will help management of Toyota Ghana Limited and other organisations in re-engineering their processes through building strong employee efficiency. This study will help shape challenges employees face and help build a strong BPR project.

Secondly, management of Toyota Ghana Limited will be able to address challenges that face both staff and employees as a result of BPR project that is embarked on. This will result in reshaping the BPR and will help increase staff performance and clients satisfaction.

Thirdly, the study will serve a guide for future businesses as well as management that desire to perform BPR. This will help in overall assessment and evaluating challenges and how to deal with them.

Finally, the study will be important for academic purposes as it will add up to knowledge in academia guiding for future research.

1.8 Overview of Research Methods

The study population comprised of the entire employees of Toyota Ghana Limited. The population of employee comprises employees at the three departments at Toyota Ghana Limited which are made up of vehicle sales department, services department and spare parts department. The population of these entire employees is fifty five (55) made up of heads of branch manager, workshop manager, heads of department and other supporting staff. For the purpose of this study, a census was used. Purposive sampling was used in selecting both management and employee at Toyota Ghana Limited. Regression analysis was done to evaluate the effect of BPR on employee performance at Toyota Ghana Limited

1.9 Limitations of the Study

Most of the employees might not have giving true account of their work experience as a result of victimisation from management. Employees are therefore encouraged by the researcher to value the significance of the study and participate accordingly

Because of the changing nature of business environment, the recommendations might not be applicable when the demands and technology have changed

Of course research involves money and time. With the limited time and resources, the study as a success.

1.10 Structure of the Study

The research is grouped under five main chapters. The First Chapter looked at the general introduction. Chapter Two reviews existing literature on organisation re-engineering practices and organisational performance. Chapter Three discusses the study methodology. Chapter Four presents findings from the research, and discussion of findings. Chapter Five summaries findings from the study, conclusion and recommendations made.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the study reviewed existing literature on the topic under the study based on themes that have been developed from the objectives. The study explored meaning of BPR, BPR projects, employees performance, employees support for BPR projects, impact of BPR on performance and challenges confronting BPR projects.

2.2 Business Process Re-engineering

Many authors attempt to explain BPR but it is important to note that the world is going towards global competition and companies, institutions as well as organizations are adopting strategies and mechanisms in order to understand the effect of reengineering on different variables like cost, cycle time, service, and quality.

With understanding of these factors, companies and organizations would like to change their activities towards achieving their objectives in a more practical and meaningful manner. BPR is the total transformation of a business, and unconstrained reshaping of all businesses, technologies and management systems, as well as organizational structure and values, to achieve quantum leaps in performance throughout the business (Crowe et al. 2002). Maureen et al., (1995) is of the opinion that, the foundation of BPR takes its root from management theories that existed since the 19th century aimed to revamp and put strategies in place in order to enhance employee's performance.

When businesses desires to reengineer firms processes, they are strategies are basically rethinking and redesigning the business processes in order to gain advantages in terms of cost efficiencies, lead time advantages, improve service delivery practices and as well be the leader in innovativeness (Hammer & Champy, 1993). Shama 2006 is of the opinion that, BPR is the desire to transform our business processes that are part of larger organizational functions to be able to solve organization problems

The ultimate goal of business process re-engineering is to change and redesign the existing business processes and practices so as to achieve significant growth, sustainability and overall performance of the organizations through transformed processes. From the above definition that the various authors explore, it can be deduced that, BPR turns to bring radical change to the business and to improve on business processes that are not beneficial as well as not competitive.

Berihu-Assefas (2009) also stipulated that, BPR began and operate as a strategic technique that help organizations basically to rethink their work by creating effective and vibrant working environment for their employees by enhancing their effort in order to meet their customers demand, improve customer service, cut operational costs, and become worldclass competitors. BPR is practiced by most organizations, stressed the need for the management to come out with innovative measures, more economical and effective way to meet customers demand and expectation whiles meeting the organizational goals.

As a result of rigorous and competition across markets in the world, there is a need for business to realign their processes to be able to cope with the current trend in the business landscape. According to Stoddard and Jarvenpea (1995) business processes turn to transformed organizational inputs that gained desired output as a result of desired changes made to business operations. Shama (2006) also argued BPR entails wide range of business activities that enhance meeting firm's fulfillment order, product development strategy and enhanced customer service practices

Organizational development and performance in recent time is a continuous process and new strategies and innovations and its implementations within the organization, and organizations will have a competitive advantage if it effectively design and implement BPR selected processes. Davenport (1993) a famous BPR theorist emphasized the term process innovation, in his definition and described it as encompasses the envisioning of new work strategies, the actual process design activity, and the implementation of the change in all its complex technological, human, and organizational dimensions. Business Process Reengineering seeks for total transformation and reshaping of businesses and its management system. Total transformation of businesses and its structure are unconstrained reshaping of all businesses, technologies and management systems, as well as organizational structure and values, to achieve quantum leaps in performance throughout the business (Crowe, et al. 2002).

In order to satisfy customers with quality product and services, organizations must adopt new ways of doing things. As it was suggested by Evans and Berman (1990) customers wish

to obtain quality product and service with minimum price and time. Meanwhile, many governmental organizations stick to the traditional way of producing products and rendering service. This approach breeds inefficiency and disappoints organizations stakeholders and clients. Hence there is the need for companies and organizations to practice BPR Contemporary business process environment in which an organization exists is becoming increasingly dynamic and the pressing needs to improve the existing business process and employee performance in an organization, results in the appearance and application of a new field named BPR (Marjanovic 2000). Due to dynamic and competitive nature of businesses, organizations need to adopt the BPR strategies in order to survive the intense competition.

2.3 Areas of Change in Re-engineering Projects

There are various areas of concern that every organization seeks to bring radical change in order to be competitive. The organization itself, people who are the employees, technology that is required for effective performance and the strategy that the firm seeks to adopt in order to achieve its aim. Davenport (1993) is of the view that, complex technological, human, and organizational dimensions are critical area that always need change and hence must be paid much attention to in order to enhance firms performance. The four areas of technology, people, strategy and organization itself that need change are explained below.

2.3.1 Technology

One prominent type of organizational reengineering is the use of technology in the BPR. The growth and success of every organization depends on how it embraces and implement technology in its business processes. Hammer and Champy (1990) said the use of

information technology is to challenge the assumption inherent in the work processes that have existed since before the advent of modern computer and communication technology. They argued that at the heart of reengineering there is the idea of discontinuous thinking and discontinues thinking is a way to recognize and break away from obsolete rules and fundamental assumptions that underlie operations. Deeper understanding of technologies and its application in redesigning of the work within the organization is much important. Adequate understanding of technologies in redesigning business process is essential for proper selection of IT plate forms (Shin & Jemalla 2002).

Largely effective system architecture, flexible IT infrastructure and proper installation of IT components contributed to build a valuable information technology for better employee performance. Successful application of IT contributes a lot for fruitful BPR project and employee performance in the organization and technology is viewed as the central implementation vehicle of desired employee performance (Motwani, et al. 2005 & Shin et al 2002). Davenport and Short (1990) attributed this problem to a lack of understanding of the deeper issues of technology.

Technology plays a crucial role in reshaping and improving employees and organizational performance and BPR as well as technology form an integral system in improving the performance of employees and companies (Gunasekaran & Nath 1997). Basically, technology can save time, improve accuracy, can be used in transferring and exchanging information, reduces or remove errors while performing tasks and gives many more values.

2.3.2 Strategy

Organizations can make a tremendous stride if proper strategies are put in place. These strategies and policies may include the management, employees, and the various stakeholders within the organization. Change in management system is one major strategy for organizational Reengineering. Change as a strategy is crucial for the attainment of organizational goals and excellence performance through the introduction of new ideas and innovations (Tower 1994). Pamela, et al. (1995) underscored the need for radical change in organizations which leads to new ideas, technology, innovation and improvement. Organizations should recognize the need for change and learn to manage the process effectively.

Again, organizational development and performance look at the firms' level of efficiency and ways to improve its current employee performance in order to meet up standards. Another prominent strategy organizations adopt in recent time in order to survive in the competitive business environment is to encourage training and development by building creative working environment for the employees within the organization (Ezigbo 2003).

2.3.3 People

The people element in organization is so critical because they serve as a middleman between the firm and its customers. Grant (2002) has shown role of human in organizational process improvement and has attest to the fact that they are the primary decision makers and essential ingredients of any human activity. Again, human resource should be given needed attention

as stated by emphasized human resources architecture should be reengineered to support information sharing and compose better decision (Mansar, et al. 2003 & Vakola et al 2000).

In particular, orientation programs and seminars assist employees to perform creditably in their works. Crow, et al. (2002) believed employees should be assisted in the transition period to make acquainted with the new working environment. Change in management system affect the attitude of employees and the entire structure of every organization. Carr and Johanson (1995) suggested change management involves human and social related changes needed to facilitate the insertion of newly designed processes and structures in to working practice. Adapting appropriate reward system, performance measurement scheme, employee empowerment and provision of timely training & education are strategies for organizational re-engineering.

Under reward system, individual employees and staff need to be motivated. Staff and employees motivation through a reward system has a crucial role in facilitating employee efforts and smoothing new processes (Tower et al 1994). Reward system must be adjusted to suit a particular working environment at a particular point in time. Existing reward systems are no longer appropriate for the new work environment and employee performance. Again, reward system should be revised and new incentive system should be widespread, fair and encourage performance among employees (Stow 1993).

2.3.4 Organization

Organization that embrace information technology in redesigning business processes will have comparative advantage over others since the flow of information within and outside the organization vital for both employees and the management (Ezigbo 2003). Frequent communication with BPR team and users help position the organization strategically. And as a stakeholder, members should be informed about what is expected of them, why they are to perform a specific task and when exactly to undertake the specified role and issues related to business process reengineering and communication is needed throughout the change process at all levels and for all audiences even with those who do not involve directly (Dixon, et al. 1994).

2.4 Organizational Performance

Organizations should recognize the need for change and learn to manage the process effectively. And again, organizational development and performance look at the firm's level of efficiency and ways to improve its current employee performance in order to meet up standards. (Hammer & Champy 1993) described is a collection of activities that take one or more kinds of input and creates an output that has value to the customer since the performance of every organization is based on its quality product and services. Hence innovative rethinking advises creativity, inspiration and old-fashioned luck should predominantly be reflected up on which the process depends.

In today's dynamic and rapidly changing workplace and globalised economy, development of organizational performance is associated with the development personal performance,

skills, knowledge and experience (Covey, 2004; Jones et al., 2000). However, the ability to achieve and maintain high performance and productivity in organisations is a key challenge facing management today it is important to note that, experience shows that management need to give higher attention towards understanding individual differences, needs and behaviours, as well as their criticality to enable them to understand and manage organizational complexity. Such understanding is considered important in helping individuals develop effective learning styles that is aligned with organisational objectives and needs.

Sometimes, the commitment of top management to a larger extent influence the level of performance the business will achieve in the long run. When top management interpersonal relationships with subordinate are cordial and good, it tends to give staff moral to increase their performance so as to attract praises from the superior and maintain the cordial relationship. The performance that the business may achieve to a large extent is associated with how employees develop personal performance approach, improvement in their skills level and the expertise displayed in terms of knowledge acquired and experience gained (Covey, 2004).

2.5 Employees support for Re-engineering

The behaviors that an employee should have while executing organizations expectation, respecting regulations, playing roles are the thoughts of employee performance Originally, it is conceived for radical changes in improving business process, operation and competitiveness. With this intention, U.S. Department of the interior (2004) identified

employee performance indicators of which understanding and adhering to organizations' policy and procedures, effective use of resources, number of customers served in a given time, informing supervisors project initiation, logical and creative solution to problems, working with other employees and receptive to new ideas and concepts will be used.

In every organization, employees support for reengineering is crucial and this can be achieved through recognition among employees. According to Carr and Johansson (1995), the most important issue that organizations need to deal under collaborative working environment is recognition given to employees by their own copartners, and employees brings out the best in them if due appreciation and recognition is given to them.

Employees working together in a particular organization tend to perform creditably among themselves if high level of trust and confidence exist among them. A person working together, you should have belief in peers ability and contribution to the success of BPR projects (Paper, et al. 2001). The reason behind putting trust and confidence on your job partner is its role in improving his/her motivation and motivation contributes a lot for better performance on one self.

Again, reengineering is fully supported by employees if there is a high degree of friendly interaction among employees. Mueller (1994) notified employees do expected to interact as they belong to same organization and such interaction need to be friendly. Hence the existence of such kind of interaction could contribute a lot for better level of employee

performance. Employees within an organization support BPR practices through team work performance and team work performance (Sewell 1999).

Team working play a pivotal role in an organization as it tends to form a unified force in order to achieve the organizational and objectives (Muller 1994 & Fadel et al 2005) Team working is the heart of BPR where it shape and form varies across situations and team may be organized temporarily or on permanent basis, members can come from different or same functions, they can participate voluntarily or nominated by superiors. However, Marchington (2000) announced the orientation of members determine how much the organization benefited from team working through members performance.

Constructive use of employee idea can support reengineering process in an organization since they recognize the problem with a particular process. Marjanovic (2000) suggested that, employees should perform the idea that designed business processes and they are the people who best recognize the real problem of existing process and perhaps they may be parties to give constructive suggestions for improvement. There is no other person to call for designing and implementation of a project that is applied by them. And with this reason, managers need to respect and use the idea that comes from employees, hence allowing their participation is a strategy to reduce anticipated resistance and improve their level of performance.

2.6 Challenges facing Re-engineering

Aside the numerous benefits that organization derived from embarking on BPR, there are challenges that management, firms as well as employees. These challenges are explained in the points listed below.

2.6.1 Employees Perspective

The justification is that an organization does have a competitive advantage if it performs well and organizational performance is achieved as long as their employee performs well. Hence the name competitive advantage is substituted with employee performance. Having a strong competitive advantage is related with the existence or non-existence of employee performance. And notwithstanding positive attribute of BPR to organizations, there exist some serious challenges to employees.

Hammer and Champy (1993) argued the achievement of BPR project fail at the shoulder of organizational work force and in turn, employees' attitude for success and failure factors of BPR determines how well or how bad that project outcome would be with employee performance. Abdolvand, et al. (2008) assessed the impact of workforce readiness for the success or failure of business process and they concluded that success factors guarantees success in employee performance and failure factors affects employee performance.

Challenges facing employee's performance in organizations to a large extent depend on the assessment of employees. And as suggested by (Khera (1998,)) strongly argued that BPR factors determines how we look at a setback and to a positive thinker, attitude can be a

stepping-stone for positive employee performance and to a negative thinker, it can be an obstacle. As (Guimaraes 1999) showed, factors have received higher and lower ratings and employees” perceive BPR factors, like training and empowerment, as very important based on their personal experience. But on the contrary, some BPR success factors show no significant relationship with positive employee performance. And as such success factors such as using resources are likely to be so general as to be useless.

Reforms within organizations are critical factors in enhancing employee’s performance and subsequently achieving the organizational goals and objectives but (Polidano 1999) indicated that the commitment to reform is seen as inadequate, since many institutions are lacking visionary leadership and organizations are operating under poor conditions. All these have pronounced influence on the performance of employees. Meeting or possessing specific job requirement pose another challenge to employees in most organizations since the requisite skills needed to perform a specific task may be lacking. (Moor 2010) has emphasized BPR success and failure factors alone do not guarantee positive performance of organizations workforce and employees need to have qualities that the job or position actually demands. Success and failure factors may contribute or influence the success of projects like BPR but it cannot be a license to positive employee performance.

2.6.2 Management Perspective

There are other challenges that confront management when a firm embarks on BPR perspectives. Sufficient knowledge about BPR projects is one important prerequisite management of an organization should possess in order to effectively execute BPR practices

but this is not the case in most organization, However, Attaran (2000) suggest this could be possible if they do have the required knowledge and skill on how to change since reengineering obliged managers to re-evaluate what they do, who they are, what they know and how they think, new organizations require new management philosophy. Under the new environment managers need to be a leg breaker, generalists need to be replaced with specialists and activities need to focus on customers.

Change in organization is very crucial and this can take place within the management, employees or through production techniques. However, Davenport (1994) believed reengineering causes vast change in the organization and these have a tendency to cause organizational anxiety. Resistance and cynicism are inevitable as the reengineering team begins to identify problems and question radical ideas for solution and getting people catch in to reengineering has been confirmed difficult.

Management needs to show commitment to change but however, the fear of losing authority and position pose a threat to this change. Hammer and Champy (1993) argued strong management commitments are a prerequisite for the success of BPR projects. Getting managers committed with such kind of anxiety (fear of losing position) is in fact a paradoxical philosophy that leads to unfavorable project result. Again manager's resistance to change and their fear of losing position needs to be reconciled by making people feel they are part of the reengineering process can improve employee morale and ease negative feelings (Hammer & Champy 1993).

2.6.3 Firms Perspective

One major challenge facing the Re-engineering process is the fact that the firm and the management's failure to implement the BPR processes to its logical conclusion. According to Humphries and Day (1996) suggest that the inability of implementing the newly reengineering business process is one key reason to consider for BPR failure, hence a major challenge facing the process.

2.7 Effects of Organisational Re-engineering of Employee Performance

Employee performance is the kind of individual behavior for fulfilling the expectations, regulations of organizations and the needs of his or her formal roles when he/ she is the member of the organization. Hammer and Champy (1993) advised developing BPR success and failure factors and how do employees perform emanate from the principles and concepts, which BPR tries to sprint.

These major principles and concepts on which employees perform involve innovative rethinking and advises creativity, inspiration and old-fashioned luck should predominantly be reflected up on which the process depends; process function as Hammer and Champy (1993) described is a complete collection of activities that take one or more kinds of input and creates an output that has value to the customer. Pamela, et al. (1995) wrote radical change, will leads to new ideas, technology, innovation and improvement. Organizations should recognize the need for change and learn to manage the process effectively. Again, organizational development and performance look at the firm level of efficiency and ways to improve its current employee performance in order to meet up standards. Tarokh, et al.

(2006,) reveal time is full of changes, transformation, and unrest where all the rich suddenly emerge and collapse.

Organizations that desire to sustain in the competitive environment need to respond to all forms of change in the environment accordingly and the need to improve their overall performance. Meanwhile organizations performance depends on how well employees of an organization execute their responsibilities with total commitment. Revere (2004) demonstrated researchers and enterprises believed that rethinking and redesigning business process tend to entail dramatic and sustainable improvements in employee performance (Abdolvald, et al. 2008). Employees' performance has a significant influence on the organization and determines how this organization competes with others.

Cooperative environment usually has a significant effect on organizational reengineering of employees and a particular environment will determine employee's performance. According to Paper, et al. (2001) has explained the kind of environment available in every organization contributes or influences the performance of employees, and other things remain constant; having conducive and cooperative working environment contributes for better employee performance. Hence, every organization needs to assure the environment where employees are working is cooperative.

It is important to note that, organizational processes are so significant that, even when the best of employees are used and the business processes are, it would not yield any significant result for employees (Peter & Sohal, 1999; Thyagarajan & Khatibi, 2004).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Paradigms

Research paradigms seeks to explain patterns and practices that governs an inquiry within some particular discipline through provision of lenses frames and processes by which enquiry is accomplished and examined (Weaver & Olson, 2006). Research paradigms take quantitative, qualitative as well as mixed form. Qualitative paradigms take a multi-method in focus and it involves an interpretive and naturalistic strategy to its subject matter (Denzin & Lincoln, 2005). Quantitative paradigm takes the form of trying to explaining the phenomena thereby collecting numerical data which are analysed by using mathematically based models (Aliaga & Gunderson, 2000). Mixed paradigm combine both qualitative as well as quantitative paradigm.

The study adopted mixed approach thus both quantitative and qualitative data were collected the use of questionnaires and interview guide from staff and management respectively. Interview was conducted with three management staff including branch manager, assistant manager and head of Services. Questionnaires which were closed ended in nature were distributed to the remaining 52 employees at Toyota Ghana Limited which form the quantitative paradigm nature of research paradigm.

3.2 Purpose of the study

The purpose of the research could be explanatory, descriptive or exploratory. Descriptive research seeks to portray an accurate profile of persons, events or situations' (Robson, 2002).

Explanatory research seeks to establish causal relationships between variables (Saunders et al., 2009). The emphasis here is to explain a situation or a problem in order to explain the relationships between variables. An exploratory study is a valuable means of finding out 'what is happening; to seek new insights; to ask questions and to assess phenomena in a new light' (Robson 2002).

This study therefore employed descriptive, exploratory as well as explanatory approach to accomplish the objectives of the study. The study is explanatory because it sought to establish the relationship between BPR and performance. It is exploratory in the sense that the interview with management revealed deep understanding of BPR practices that Toyota Ghana has been employing in their operations. The study also described employee feelings about their operations with respect to BPR and how committed they are to Toyota Ghana Limited.

3.3 Population and Sample Size

A population in research can be defined as the total number of all units of the issue or phenomenon to be investigated into which all the possible observations of the same kind are made (Kumekpor, 2002). The research population consisted of employees and management at Toyota Ghana Limited, Kumasi branch. The population of these entire employees is fifty five (55) made up of heads of branch manager, workshop manager, heads of department and other supporting staff

The sample size is the number of people chosen from the population which needs to be representative of the entire population (Saunders et al., 2009). Census was used so as to enable the study to access information from all the staff. Thus all the 55 employees were used for the study.

3.4. Sampling Techniques

Sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. Henry (1990), argue that using sampling makes possible a higher overall accuracy than a census. Purposive sampling was adopted in selecting respondents.

Purposive sampling is form of sample is often used when working with very small samples such as in case study research and when you wish to select cases that are particularly informative (Neuman 2005). In selecting respondents for the survey, purposive sampling technique was adopted because the researcher knows all the workers at Toyota Ghana Limited, Kumasi branch. More so, because the study adopted a census, all the employees at Toyota Ghana Limited were used who were known to the researcher.

3.5 Sources of data

Data can be defined as facts, opinion, and statistics that have been collected together and recorded for reference or for analysis Saunders et al. (2009). Sources of data refer to originality of information for the purpose of accomplishing the study. The sources include both primary and secondary source.

3.5.1 Primary data collection

Primary sources of data include fresh data collected from staff of Toyota Ghana limited. This is done through the use of questionnaires and interview guide with employees and management respectively.

3.5.2 Secondary data collection

Secondary data refer to already existing information that was available for a study. Secondary sources of data may include literature from journals, textbooks, manuals, reports, and publications and articles from the internet.

3.6 Data Collection Method

The data collection methods include the use of questionnaires and interview guide for employees and management respectively

3.6.1 Questionnaires

The primary sources of data required information from employees through filling questionnaires concerning the research under study. Questionnaires were administered to employees of Toyota Ghana Limited. The questionnaires were closed ended in nature on a 5 point likert scale with the 5 been strongly agree and 1 been strongly disagree. The questionnaires focused on assessing BPR practices, performance measurement as well as challenges that confronts employees as a result of introducing BPR

3.6.2 Interviews

There was an interview guide that collected information from management of Toyota Ghana Limited on BPR practice, challenges facing Toyota Ghana limited with respected to BPR practices and the effect of BPR on employees' performance. The researched conducted face to face interview in accomplishing the objectives of the study. Interview was done with branch manager, assistant manager and head of services at Toyota Ghana Limited.

3.7 Data Analysis

The software used for data entering the data is Statistical Program for Social Sciences (SPSS). Data collected from employees by means of questionnaires were coded.

Regression analysis was conducted to look at the effect of BPR on employee performance. Descriptive analysis was also done by means of percentages, means and standard deviation. Nnvivo software was used to put the interview with management into themes after which the discussions were done

3.8 Reliability of the Research

The study used cronbach alpha to check the reliability of the study. It is recommended that, the cronbach alpha coefficient of a scale should be above .7 (DeVellis 2003). The variables measuring employees desire to support re-engineering strategies at Toyota Ghana Limited gives a cronbach alpha value of 0.731 which is acceptable and a cronbach alpha value of 0.78 for the variables measuring the impact of re-engineering project on employee performance implying quality and reliability of work. The method of analysis employed also

worth emulating as regression analysis, the use of mean and standard deviations and the census sample used all point out to the quality of work.

3.9 Research ethics

Ethics seeks to explain morals, rules and behaviours that are guided by codes of moral guidance on how research can be conducted in an acceptable manner (Struwing & Stead, 2001). Such thesis guidelines will serve as a guideline to researchers not to engage in plagiarizing of other work, republishing works without proper acknowledgement, inability to maintain confidential information and as well deceiving people and falsely reporting results (Saunders et al, 2009).

The researcher respects the opinions of the respondent and does not influence the responses that were expressed by staff of Toyota Ghana Limited. Also, due acknowledgement was given to all source of information towards the completion of the study. The study is therefore reliable, devoid of unethical character.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the information on data collected from the respondents on organizational re-engineering and its impact on employee performance at Toyota Ghana Limited. The chapter presented the findings base on the objectives set for the study.

The study explored demography of the respondents, types of re-engineering projects at Toyota Ghana Limited, impact of re-engineering projects on employees' performance and support for re-engineering projects and challenges management face in their re-engineering efforts. The data was presented in tables, and other statistical tools. The survey was conducted on a total of fifty five (55) employees comprising 52 employees and 3 management staff of Toyota Ghana Limited out of which all responses were received representing 100% response rate. The interview was conducted with branch manager, assistant manager and service head on the effect of BPR on the performance at Toyota Ghana Limited

4.2 Demography of employees

The study looked at demographic factors such as gender of respondents, age distribution of respondents, educational level of staff and number of years employees have been working with Toyota Ghana Limited. These demographic data are discussed below.

4.2.1 Gender of respondents

The survey was conducted on a total of 52 employees at Toyota Ghana Limited. The gender distribution revealed 40 males and 12 females representing 77% and 23% respectively. This information is represented on figure 4.1 below

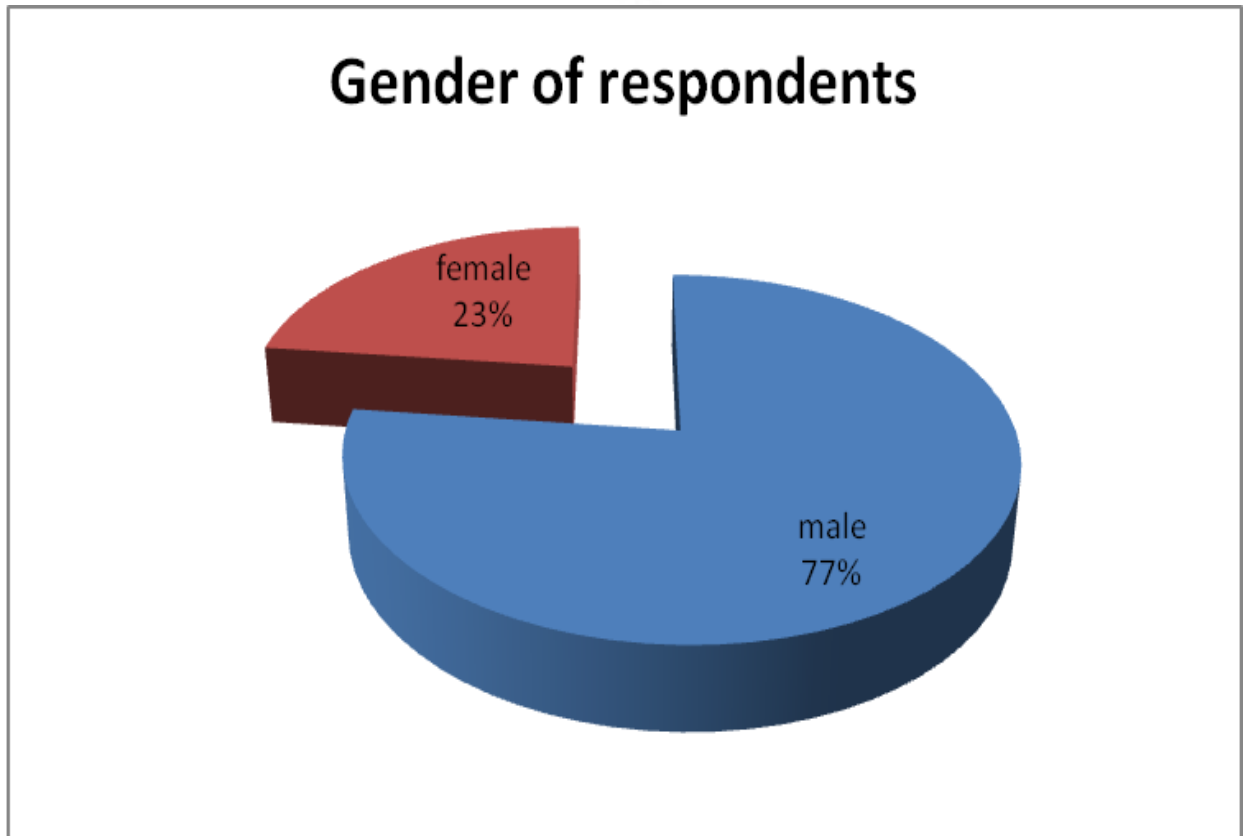


Figure 4.1 Gender of respondent

Source: Researchers Field Survey, 2015

4.2.2 Age of respondents

The age distribution revealed a younger workforce at Tayota Ghana Limited with more than 95% between the ages of 20 and 40 years. This information is presented in figure 4.2 below

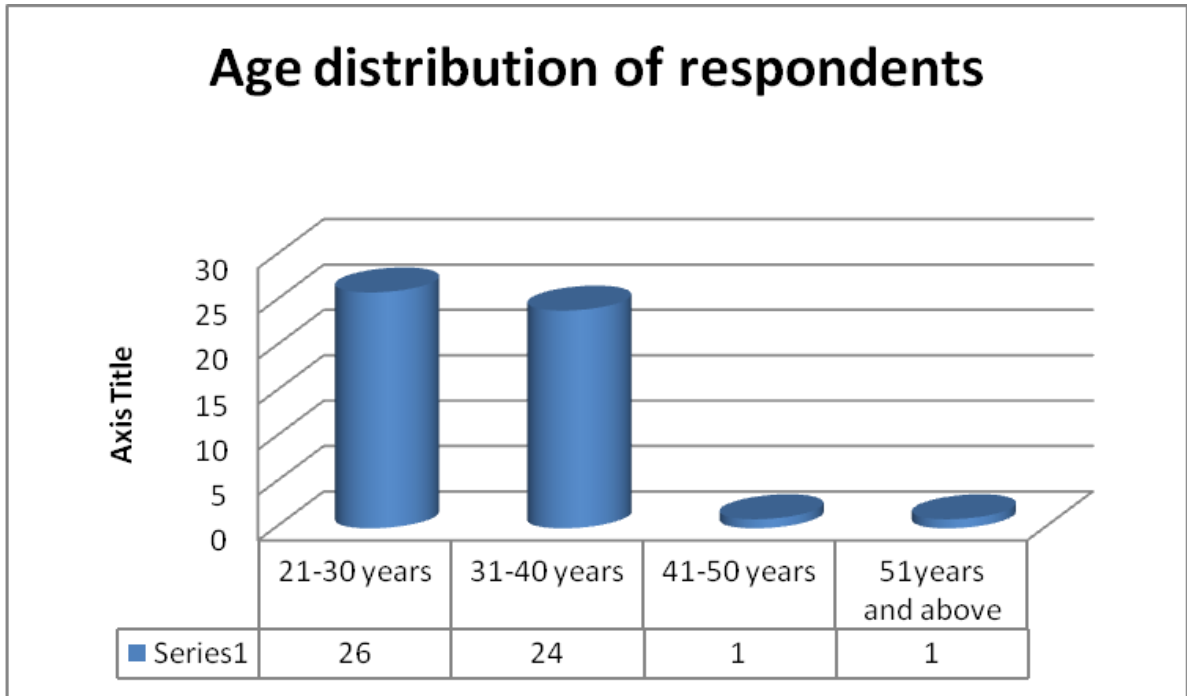


Figure 4.2 Age distribution of respondents

Source: Researchers Field Survey, 2015

4.2.3 Educational Level of respondents

The study also sought to assess the educational level of employees at Toyota Ghana Limited. Findings revealed the dominant educational level of employees is mostly degree and higher national diploma and few with master's degree and senior secondary school certificate or middle school leaving certificate. This information is displaced in figure 3 below.

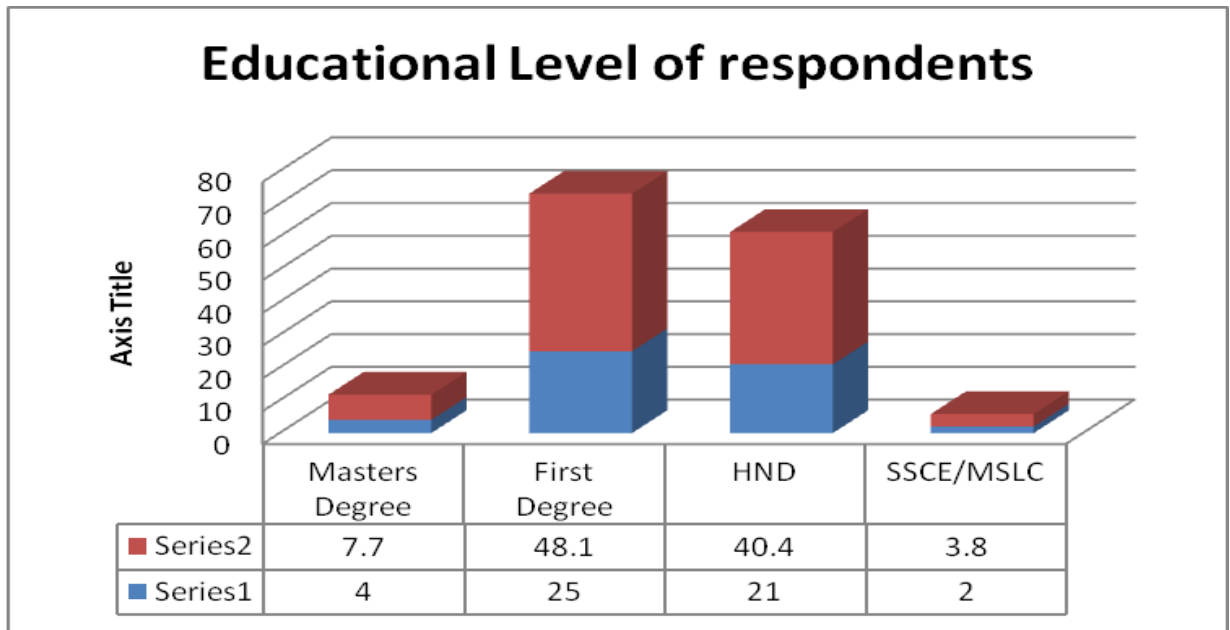


Figure 4.3 Educational background

Source: Researchers Field Survey, 2015

Table 4.2.4 Number of years working with Toyota Ghana Limited

The survey sought to assess the number of years employees have been working with Toyota Ghana Limited. Findings revealed about 14 employees are working with Toyota Company Limited above 5 years, 28 employees between 2-4 years while 10 of the employees are just working with Toyota Ghana less than 2 years. This information is presented in table 4.1 below:

Table 4.1 Number of years respondent have been working with Toyota Ghana Limited

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Under 2 years	10	19.2	19.2	19.2

2-4 years	28	53.8	53.8	73.1
5-7 years	6	11.5	11.5	84.6
8 years and above	8	15.4	15.4	100.0
Total	52	100.0	100.0	

Source: Researchers Field Survey, 2015

4.3 Types of re-engineering projects that Toyota Ghana Limited has put in place to enhance employee performance

BPR is one critical aspect of business practice that helps organisations to change their work processes resulting in improved performance. To management of Toyota Ghana Limited, BPR is a business management strategy focuses on analysing and redesigning of work flows and processes within an organisation.

These involves radical redesign of core business processes aimed to help businesses to rethink how they do their work to improve on customer service, reducing operational cost, competitive in the industry and offer speed on service and product delivery. This findings is in line with a study by Crowe et al. (2002) indicating that, BPR is the total transformation of a business, and unconstrained reshaping of all businesses, technologies and management systems, as well as organizational structure and values, to achieve quantum leaps in performance throughout the business.

BPR is also an improvement strategy that enables an organisation to make the move from traditional function to align with modern day business practice that helps the organisation to be competitive and perform satisfactory. Toyota Ghana Limited introduces work process changes called Express Maintenance (EM). This is a way of booking customers to reduce time and allocation of technician so as to avoid waste of time.

The EM process aims to improve customer convenience by reducing the service lead-time and guarantee promised service delivery. The EM process implementation requires vehicles service production time of vehicle intake through the workshop till delivery. BPR has been carried out in various areas of staff (people) development, strategy implementation, technological advancement and the organisation itself.

4.3.1 People (Staff) Development

With respect to people at Toyota Ghana Limited, there is an organised change in staff attitude to the organisational new thinking as training was conducted so as to effect change. There has also been organisation of people to understand change as a managerial strategy to improve and not just an event. There is also a practice of getting staff involved and to embrace the change, motivation to accept the change as well as encouraging creativity for staff to bring out new ideas.

Employee performance is also enhanced through:

- Planning of job schedule by service team which consist of appointment personnel, service advisor, service planner and job planner

- Provision of spare parts to meet job schedule
- Spare parts staff are committed to achieve super liability rate of 100%
- Staff work in teams to ensure delivery of quality job
- On time delivery of customer jobs with IT and Special Service Tools (SST)
- Employees are rewarded for continuous improvement of work processes
- Process offers on the job training procedures to enhance employees performance
- Quality checks procedures implemented in the work processes and keeps staff to be proactive and follow procedures
- Staff are made conscious of safety to avoid the risk of injury
- Customer care provisions are paramount to employees service delivery

These claims were supported by Grant (2002) who has shown role of human in organizational process improvement and has attest to the fact that they are the primary decision makers and essential ingredients of any human activity.

4.3.2 Strategy

Strategy is the driving force that helps firms to achieve their aims. The strategies include identification of specific problem areas in service and spare parts department for which improvement is carried on. The strategy also provides a clear vision of the business to the understanding of every staff to know the new direction of the organisation. The strategy again defines goals and business objectives towards the re-engineering of the organisation.

Change in management system is one major strategy for organizational Reengineering.

Findings has also been supported by a study showing that change as a strategy is crucial for the attainment of organizational goals and excellence performance through the introduction of new ideas and innovations (Tower 1994). Pamela, et al. (1995) underscored the need for radical change in organizations which leads to new ideas, technology, innovation and improvement hence improve employee performance.

4.3.3 Technology

Building an effective information technology infrastructure and information systems integration provided enterprise resource planning systems that supports operations. There is also increase IT usage competency among staff as well as introducing IT tools and equipment for vehicle servicing and maintenance. This finding is also in line with a study suggesting that successful application of IT contributes a lot for fruitful BPR project and employee performance in the organization and technology is viewed as the central implementation vehicle of desired employee performance (Motwani, et al. 2005 & Shin et al 2002).

Again, there is an implementation of IT and system platform between manufacturer Toyota Motor Corporation (TMC) and Toyota Ghana. The adoption on technologies at Toyota Ghana Limited help to enhance employees work output.

4.3.4 Organisation

There have been major changes to job rates and workplace culture. Redesign of physical structures at service and parts. There is available budget allocation towards the implementing the change. There has been design of workflow processes thus standard operating procedures

for all operational staff. Ezigbo (2003) supported this claim by Toyota Ghana Limited by stating that organization that embrace information technology in redesigning business processes will have comparative advantage over others since the flow of information within and outside the organization vital for both employees and the management.

4.4 Impact of re-engineering projects on employees' performance at Toyota Ghana Limited

The ultimate aim of every re-engineering programme is to contribute positively to organization. In assessing the impact of re-engineering on employees performance, the study adopted regression analysis to assess the impact of independent variables on the dependent variable. The independent variables used include strategy to enhance BPR, technology adopted in BPR, people as mechanism (employees) to facilitate BPR, organizational structure, efficiency of BPR and composed working environment. An F statistics of 11.025 shows that the model is fit and statistically significant

It was realized that BPR had a strong relationship with employee performance with automobile services. The correlation value was 0.771 (when the correlation value is above .70 it is considered a strong correlation). The R^2 value indicates that 59.5% (.595) of employee performance (dependent variable) could be explained using the independent variables (re-engineering).

Table 4.2 Regression results showing the effect of Reengineering of employee

performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.209	.262		8.423	.000
People	-.056	.052	-.134	-1.064	.293
Technology	.021	.063	.038	.333	.741
Organization	-.037	.041	-.115	-.902	.372
Strategy	-.220	.050	-.586	-4.380	.000
Efficiency	.078	.060	.155	1.286	.205
Working environment	-.082	.038	-.229	-2.169	.035
R	.771				
R ²	.595				
F Statistics	11.025**				

a. Dependent Variable: Performance ** denotes statistical significance at 5 %

Source: Researchers Field work, 2015

4.4.1 People (Employees)

The analysis indicated that, the coefficient value for employee preparedness for BPR was .056 showing an inverse relationship to performance as a result of re-engineering. When the other independent variables (Technology, organisation, strategy, efficiency and working environment) are held constant, performance would decrease by 5.6% if there is

100% prepared employees willing to adapt to change. This was statistically not significant ($.293 > .05$).

4.4.2 Technology

The analysis revealed that, the coefficient value for introducing BPR technology was 0.021 showing a positive relationship to performance as a result of re-engineering. This means that ceteris Paribus, when the other independent variables (employee preparedness, organisation, strategy, efficiency and working environment) are held constant, performance would increase by 2.1% if there is 100% there is an introduction of technology to facilitate work processes. This was statistically not significant and technology is not making any unique contribution to the prediction of performance because it has a significant value of 0.741 ($.741 > .05$).

4.4.3 Strategy

The regression model revealed that, the coefficient value for strategy adopted to implement BPR was -.220 showing an inverse relationship to performance as a result of reengineering. Ceteris par, when technology, organisation, employee preparedness, efficiency and working environment are held constant, performance would decrease. Strategy was statistically significant (Sig .000). Strategy the firm puts in place is very important because it will go a long way to affect the success of the BPR that the firm seeks to embark upon. Strategy of firms is critical and supported by Pamela, et al. (1995) which underscored the need for radical change in organizations.

4.4.4 Work Efficiency

The analysis indicated that, the coefficient value for work efficiency as a result BPR was 0.078 showing a positive relationship to performance as a result of re-engineering. Ceteris Paramus, when technology, organisation, strategy, employee preparedness and working environment are held constant, performance would increase by 7.8% if there is 100% work efficiency displayed by employees. Work efficiency is statistically not significant (Sig .205).

4.4.5 Working Environment

The result shows that, the coefficient value for working environment for the success of BPR was -.082 showing an inverse relationship to performance as a result of reengineering. This means that ceteris Paramus, when the other independent variables (Technology, organisation, strategy, efficiency and employee preparedness) are held constant, performance would decrease by 8.2% if there is 100% favourable working environment. Working environment is significant (Sig = .035).

4.4.6 Organisational Setup

The analysis revealed coefficient value of -.037 for the organisational setup where the BPR activities are to take place showing an inverse relationship to performance. This means that all things being equal, when the other independent variables (Technology, employee preparedness, strategy, efficiency and working environment) are held constant, performance would decrease by 3.7% if there is 100% stable organisational setup for BPR activities. This is however not significant (Sig =0.372).

In assessing the contribution of technology, employee preparedness, strategy, organisational setup efficiency and working environment on performance, the beta values are employed.

Technology, organisation, employee preparedness, strategy, efficiency and working environment have beta values of .038, .115, .134, .586, 0.115 and .229 respectively. Strategy that is employed at Toyota Ghana Limited make the strongest contribution as far as performance is concerned with a value of .586.

4.5 Impact of BPR on performance from Management Perspective

Changes in work processes causes retardation of work when it is first introduced first but becomes fruitful and effective after some time. *“The introduction of BPR have make work processes less stressful”* was a clear statement indicated by management. It makes employees to become more efficient and more professional and employees taking pride in identifying and working with Toyota Ghana Limited. There is also a drop in lead time of servicing vehicles brought to the company to be worked on. *“The EM process has eliminated waste in the staff delivery of responsibilities and also encourages training activities periodically to improve on weak areas of the operations”*.

Employees carry out job responsibilities with confidence and passion to achieve target. Visibility of work processes helps staff to appreciate their job function at all departments and communication are enhanced due to flexible channel of communication which helps to improve work efficiencies and reduce cost of operation. This finding also support a study that states that BPR is an important tool, that help in evaluating business processes to help

in reducing cost and improve service efficiencies (Vidovic & Vuhic, 2003; Abdolvald, et al., 2008).

4.5 Employees desire to support re-engineering strategies at Toyota Ghana Limited

For any meaningful re-engineering to achieve its objectives, it needs the support of employees to be able to achieve its aims. The study therefore sought to assess employee support for BRR using 11 variables to measure it on the scale of 1 to 5. The alpha value scored was 0.731 showing a good internal consistency among the variables. The reliability table and the variables or item statistics is presented in the table below.

Table 4.3 Reliability Statistics of Reasons for Employee support for BPR at Toyota Ghana Limited

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.731	.754	11

Source: Researchers field work, 2015

Table 4.4 Reasons for Employee support for BPR at Toyota Ghana Limited

Reasons for Employee support for BPR at Toyota Ghana Limited	Mean	Std. Deviation	N
Achieving significant growth in area of work,	3.96	.949	52
Involving employees in the design of new	3.40	1.142	52
Improving overall performance	3.85	.998	52
collaborative working environment	3.46	1.056	52
Considering inputs or contributions	3.44	1.127	52

All employees work together, so we believe in each other's ability	3.87	1.048	52
Not afraid of losing job	3.23	1.529	52
Skill upgrading	3.81	1.121	52
Employees are equally train to cope with new ways of doing business	3.98	1.129	52
Good working environment	3.54	.959	52
Enhances performance	3.81	.886	52

Source: Researchers field work, 2015

The focus of this section is to ascertain employees desire to support re-engineering programme and how it has enhanced their overall performance resulting in the company's competitiveness in the industry. These are discussed below:

4.5.1 Achieving significant growth

The preceding discussion seek to establish how re-designing of existing business processes impact on the individual employees and the company in general. On the whole, a mean score of 3.69 representing 73.8% of the respondent hold the view that re-designing the existing business processes and practices of the company help achieve significant growth in the in their respective work area hence their acceptance and support for the reengineering project. The implication of this result is that although there may be existing structures in place to support business activities, re-designing them to meet current business trends can help in achieving significant growth in operation.

Again, respondents are on the view that redesigning the existing business processes and practices at Toyota helped improve overall organizational performance. This was evidence from the responses received with mean value of 3.85. The implication of this result is that business process re-engineering impact positively not only on the organization but affects employees performance since it equipped them to effectively and efficiently deliver good results in terms of competitiveness, profitability among others.

Changes that take place in the company are able to enhance overall organizational performance the employees strongly agreed that those changes and new policies introduced are able to enhance general work performance in the company. This again is evidenced in the responses received with overall mean score of 3.81. The implication of this result is that on average, BPR objectives are achieved through the employees.

4.5.2 Employee involvement

When asked on their level of involvement in the design process, a mean score of 3.40 on a scale of 5.employees strongly believed that their involvement has resulted in the success of the re-engineering project. What this mean is that management must get employees involved or seek employees opinion in any decision regarding restructuring in order to make it a success as many employees feel a sense of engagement with management. Therefore management must always engage employees on decision that directly affect them or deemed to have any influence on them.

Constructive use of employee idea can support reengineering process in an organization since they recognize the problem with a particular process.

4.5.3 Employee contribution or inputs

In addition, employees strongly believe that the input or contributions they make during their early involvement in the reengineering programme are highly considered and has brought a lot of changes to the company. This represented a mean score of 3.46 of the responses collected.

This means that contribution of employees to BPR decisions is very important and therefore management should endeavor to put employees input to such decisions into action, this will help ensure the success of similar projects embark upon by the company. This also corresponds to a study by Carr and Johansson (1995) that, the most important issue that organizations need to deal under collaborative working environment is recognition given to employees by their own copartners, and employees brings out the best in them if due appreciation and recognition is given to them.

Employees working together in a particular organization tend to perform creditably among themselves if high level of trust and confidence exist among them as displayed by employees at Toyota Ghana Limited.

4.5.4 Team work

To determine whether a team approach to BPR can produce a positive result, an average of 3.87 of the respondents welcome the ideal that a collaborative effort of all employees will

lead to the project accomplishment. What this imply is that in soliciting employees opinion to support redesigning decision, though it will be time consuming to get all employees involved it will be in the best interest of the company to spend all the available time to convince or get employees support than to rush in implementing BPR strategies that will be resisted by employees at the implementation stage because it can have a negative consequences on financial performance.

This is evidence and shown that reengineering is fully supported by employees if there is a high degree of friendly interaction among employees. Mueller (1994) notified employees do expected to interact as they belong to same organization and such interaction need to be friendly. Hence the existence of such kind of interaction could contribute a lot for better level of employee performance as seen from the responses of employees of Toyota Ghana Limited representing about 77.4% constituting majority.

4.5.2 Job security

On the issue of job security, many of the respondents are on the view that they are willing to compromise their job provided the BPR project will deliver the right result to the company. What they want is to see the company succeed and remain in operation as long as the perceived strategy favour the company. The outcome of this result is that where employees put the company interest first, there is likelihood that the company stands to gain more and succeed than when employees try to put their interest first.

When asked what motivate their decision to support the project, a mean value of 3.81 of the employees believed the project will enable them upgrade their individual skills through organizational learning. The employees are convinced that the implementation of new BPR strategy will help in acquiring new skills and gain more experience that will propel them contribute effectively to work output.

4.5.6 Employee co-operation

Also, to determine whether employees are equipped well enough to support the programme the respondents are on the view that they are provided the requisite training that enable them cope with new approach to doing business. This represented 79.6% (mean of 3.98) of the responses received. The results suggest that employees are provided with the necessary training they needed before embarking on the project.

Clearly, for employees to fully embrace the implementation of any strategy training must be a pre-requisite since it will adequately prepare the trainees to acquire some level of knowledge on the proposed project hence the challenges with resistance to change will be minimized.

4.5.7 Working environment

Again, an average of 3.54 of the employees embraced the fact that the general organizational working environment is good enough to accommodate any changes the company wants to bring on board. The result indicates that for any organization to succeed in any BPR project, the necessary working environment must be created to allow for smooth implementation.

Marchington (2000) announced the orientation of members determine how much the organization benefited from team working through members performance.

In order to take the maximum benefit of it, team working requires special effort, management support, and a nurturing environment and moreover special training is needed to familiarize people with what team is, how they work, and how they will help the company. Workers need to feel good that the work environment is conducive for better performance.

4.5.8 Employee excitement and can do spirit

Employees are generally excited about the new work processes that Toyota Ghana Limited is bringing to enhance their performance. Employees desire to support the process change could be measured by less down time and reduce labour turnover in the form of resignation since employees are happy to be part of team Toyota Ghana Limited. There are instances where employees show interest mostly when there is a reward attached to changes in work processes. Employees embrace the continuous improvement (Kaizen) spirit brought about by work processes change. This helps every staff to improve on any process continuously.

Staff are rewarded with any improvement idea brought out which will lead to benefit the change process. Staffs are also challenged in their various teams to meet their key performance indicators with the use of their Special Ordering Parts (SOPs). There is also willingness on the part of the employees who are ready to learn and be train.

4.6 Challenges that confronts Toyota Ghana Limited in their re-engineering efforts as far as employees are concerned and strategies to circumvent these challenges

In as much as BPR improves performance of many organisation for that matter Toyota Ghana Limited, there are challenges that hinder a smooth implementation of the reengineering project. The following therefore enumerate challenges hindering BPR practices at Toyota Ghana limited.

4.6.1 Longer training period

Staff training takes a very long time to complete. There is training section almost every two month and the stages and faces one has to go through before completing is too tedious. This put pressure on employees and just after the training, another training commence all geared towards customer satisfaction

4.6.2 Frequent Information Technology systems failures

There are sophisticated systems that every section at Toyota Ghana uses that sometimes failed due to its sensitiveness. This sometimes makes it difficult for customer satisfaction.

4.6.3 Staff Adaptation

Staff adaptation to the use of SOPs was difficult because there are frequent changes in personnel to handle this system. This makes it difficult for one to fully specialise in the use of SOPs because of the frequent changes in personnel because the work is very tedious and need to be rotated.

4.6.4 Unavailability of team member

Unavailability of team members affects delivery of jobs. Every bay at Toyota has a team of 4 members and if one member is absent, it makes it difficult to coordinate the work. This is because it takes the effort and time of the other team members to do the work of the team member who is absent. This therefore slows the speed of work and the reception process where a customer who did not book appointment finds it difficult to get personnel to attend to the customer. If a member is absent it cause the organisation an extra work and put more pressure on the employees

4.6.5 Constant reminder

Staffs need constant reminders by supervisors on how to handle new roles and tasks. Some employees easily forget their roles especially if there are constant reassignment of jobs. The employees use colours as one way of knowing which role to play and as and when they pops up n sometimes need to be reminded by their supervisors before they act.

4.6.6 Challenge of maintaining high standard

One major challenge is how to maintain the high standards set by the process. There is some category of employees who always lacks behind meeting certain standard. Some employees also as a result of personal relationship between, they tend to divert certain customer demands to others posing a change of meeting certain standards.

4.6.7 Employee inability to accept change

Employees are unwilling to accept work change process because they feel they have mastered the way they go about their duties. Educating employees about the benefits of positive work change process go a long way to change their mindset

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

Chapter five summaries the research findings, drawn conclusion and make recommendations for Toyota Ghana Limited and other stakeholders

5.2.1 Types of re-engineering projects that Toyota Ghana Limited has put in place to enhance employee performance

BPR is one critical aspect of business practice that helps organisations to change their work processes resulting in improved performance through. There is an organised change in staff attitude to the organisational new thinking as training was conducted so as to effect change and practice of getting staff involved and to embrace the change, motivation to accept the change as well as encouraging creativity for staff to bring out new ideas.

Toyota Ghana Limited introduces work process changes called Express Maintenance aims to improve customer convenience by reducing the service lead-time and guarantee promised

service delivery. The EM process implementation requires vehicles service production time of vehicle intake through the workshop till delivery.

There is also an effective information technology infrastructure and information systems integration provided enterprise resource planning systems that support operations which increase IT usage competency among staff as well as introducing IT tools and equipment for vehicle servicing and maintenance.

5.2.2 Impact of re-engineering projects on employees' performance at Toyota Ghana Limited

The area that have an effects on BPR at Toyota Ghana Limited include employees preparedness, technology, changing in the process of doing things, working environment and the strategy the company the company adopts to achieve its objectives critically affects the performance of employees. Strategy makes a strong contribution to explaining the performance when the variance explained all other variables in the model is controlled for. The introduction of BPR have make work processes less stressful.

It makes employees to become more efficient and more professional and employees taking pride in identifying and working with Toyota Ghana Limited. There is also a drop in lead time of servicing vehicles brought to the company to be worked on. The EM process has eliminated waste in the staff delivery of responsibilities and also encourages training activities periodically to improve on weak areas of the operations. Employees carry out job responsibilities with confidence and passion to achieve target.

5.2.3 Employees desire to support re-engineering strategies that Toyota Ghana Limited has introduced to enhance their performance

Majority of employees hold the view that re-designing the existing business processes and practices of the company help achieve significant growth in the in their respective work area hence their acceptance and support for the re-engineering project. The support for reengineering projects emanate from the fact that employees strongly believe that the input or contributions they make during their early involvement in the reengineering programme are highly considered and has brought a lot of changes to the company. Employees also supports the reengineering project because it enable them upgrade their individual skills through organizational learning. The employees are convinced that the implementation of new BPR strategy will help in acquiring new skills and gain more experience that will propel them contribute effectively to work output.

5.2.4 Challenges that confronts Toyota Ghana Limited in their re-engineering efforts as far as employees are concerned and strategies to circumvent these challenges

In as much as BPR improves performance of many organisation for that matter Toyota Ghana Limited, there are challenges that hinder a smooth implementation of the reengineering project there are challenges of longer training period, frequent Information Technology systems failures, staff adaptation to the use of SOPs was difficult and unavailability of team members affects delivery of jobs.

Staffs also need constant reminders by supervisors on how to handle new roles and tasks, the challenge of maintaining high standard and employees not willing to accept work change

process because they feel they have mastered the way they go about their duties. Educating employees about the benefits of positive work change process go a long way to change their mindset.

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5.3 Conclusion

The automobile industry has been undergoing rapid changes as a result of intense competition. BPR has become the order of the day as firms try to develop appropriate technology, improve on work processes, develop strategy, build employees capacity among others so as to improve performance. Strategic effort of businesses in satisfying clients through BPR will facilitate in retaining and making customers loyal. The aim of the study was to assess the effect of BPR on employee performance.

It is evident that the extent of BPR activities takes innovative form from one company to the other. There is also a strong desire of employee to support BPR practice because it helps to improve their overall performance. There is therefore the need for firms to critically adopt strategies to enhance employees' performance and this will reflect on how well they will serve customers and become competitive.

5.4 Recommendations

Specific recommendations based on the study are worth considering.

5.4.1 Periodic rating and assessment of staff

There should be periodic rating of staff and assessment of their strength and weakness to enable Toyota to adjust its process. Rewards should be given to exceptional workers to make the assessment very effective.

5.4.2 Continuous evaluation of work processes

As and when necessary, there should be role play at the reception process and the technician service for periodic maintenance process.

5.4.3 Technology maintenance

There should be constant maintenance to minimize constant sophisticated technology failures which break down the system.

5.4.4 Encouraging employee commitment strategies

Employees should be encouraged to give out their best through additional monetary packages. This will motivate them to give out their best and be willing to accept job pressures.

5.4.5 Institution of disciplinary guideline

There should be disciplinary guideline and action so that team members will always be available. This will minimize time that other team members may spend in doing additional job. Arrangements should be made to replace team members who will be absent.

5.4.6 Effective brainstorming

The brainstorming should be intensified so that employees can feel part and parcel of the organization. Kaizen teams need continuous improvement to welcome fresh and new ideas.

5.4.7 Improvement in Employee and Management collaboration

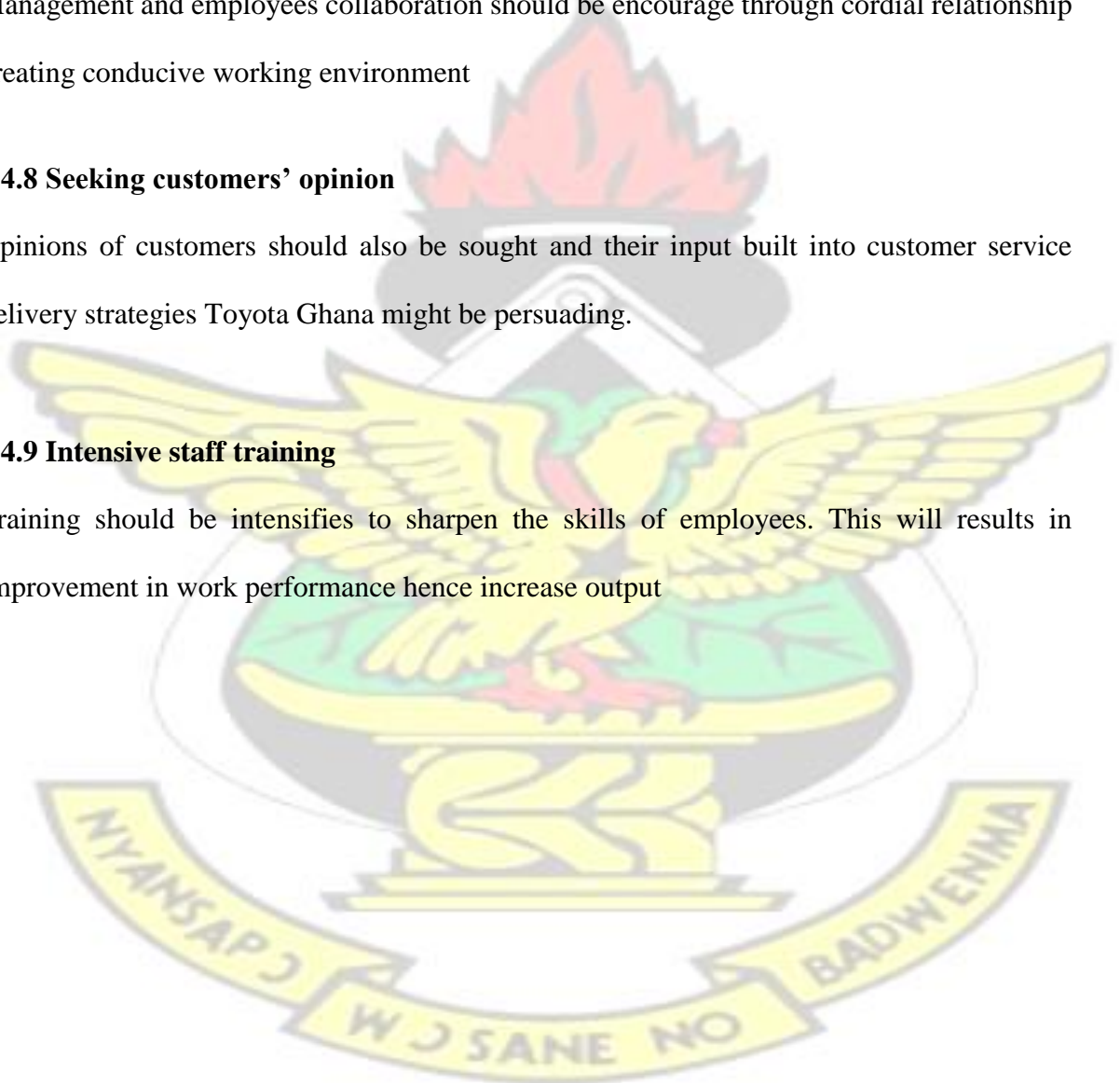
Management and employees collaboration should be encouraged through cordial relationship creating conducive working environment

5.4.8 Seeking customers' opinion

Opinions of customers should also be sought and their input built into customer service delivery strategies Toyota Ghana might be persuading.

5.4.9 Intensive staff training

Training should be intensified to sharpen the skills of employees. This will result in improvement in work performance hence increase output



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APPENDIX 1

QUESTIONNAIRES

This questionnaire seeks to collect data on impact of changes in work processes on employee's performance at Toyota Ghana LTD. The data collected will be used for academic purpose only and confidentiality is assured. Please answer the question by ticking the appropriate boxes or providing your answers where necessary. Thank you

TO BE COMPLETED BY EMPLOYEES OF TOYOTA GHANA LIMITED

Demography of Respondent

1. Gender: Male [] Female []

2. Age
 Under 20 years [] 21-30 years [] 31-40 years []
 41-50 years [] 51years and above []

3. Marital status: Single [] Married[] Divorced []

4. Highest Educational Level: PhD [] Masters Degree []
 First Degree [] HND [] SSCE/MSLC []
 Others specify

5. How long have you been working with Toyota Ghana Limited
 Under 2 years [] 2-4 years [] 5-7 years 8 years and above []

From the statement below, please indicate your level of agreement or disagreement to the following statements. Please use the scale below

1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree

EMPLOYEE’S SUPPORT FOR INTRODUCTION OF CHANGES IN WORK PROCESSES AT TOYOTA GHANA LIMITED		1	2	3	4	5
1	Redesigning the existing business processes and practices at Toyota help me to achieve significant growth in my area of work, so I support the project					
2	I am been involved in the design of new processes hence I support the re-engineering projects					

3	Redesign the existing business processes and practices at Toyota help me to improve overall performance of the organizations through transformed processes so I support the project					
4	There was a collaborative working environment is recognition given to me when there are changes at Toyota so I support the change					
5	My input to bring changes to Toyota has been considered hence I support the changes					
6	All of us work together, so we believe in each other's ability to make use of changes in our work processes for a success					
7	I am not afraid of losing my job so I support every change that Toyota will bring					
8	I need to upgrade my skills so I support radical changes that Toyota brings					
9	Employees are equally train to cope with new ways of doing business at Toyota so I support every change that comes					
10	The organization working environment are good and hence I support dramatic changes that Toyota brings					
11	Changes that Toyota brings to the organization enhances my performance so I support any new policies that are brought on board					

From the statement below, please indicate your level of agreement or disagreement to the following statements. Please use the scale below

1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly agree

	EFFECTS OF CHANGES IN WORK PROCESSES ON EMPLOYEES PERFORMANCE AT TOYOTA	1	2	3	4	5
1	I have seen a great improvement in my performance as result of changing some of organizational processes					

2	I am prepared to learn and cope with every changes that Toyota brings and it has improve my performance					
3	Adoption of new technology at Toyota has improve my performance					
4	Changes in working environment has make me improve on my performance					
5	The strategies that Toyota has adopted in area of radical changes has made me improve on my performance					
6	Efficiency in the changes that Toyota has brought to the process of doing work has made me improve on my performance					
7	The conducive and cooperative working environment at Toyota contributes and enhance my performance					

	Increase Performance					
1	Changes in work process has increase our output					
2	Delivering service quality has improved as a result of reengineering					
3	Efficiency has improved as a result of reengineering					
4	There is speed in delivery as a result of reengineering					
5	Responsiveness to work has improved as result of reengineering					

What challenges do you face when there were changes to upgrade work processes at Toyota Ghana Limited?

.....

What recommendations will you give for the improvement of work processes and change you want to bring to Toyota?

.....

APPENDIX 2

INTERVIEW GUIDE FOR MANAGEMENT OF TOYOTA GHANA LIMITED

What is your position

.....

What does Changes in work processes (Business Process Re-engineering) means to you?

.....

.....

What work changes have you embarked upon in the area of people, technology, strategy and organization itself to improve employees' performance? People

.....

.....

Strategy

.....

.....

Technology

.....
.....
Organization

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.....
.....
What type of work processes changes has Toyota Ghana Limited put in place to enhance employee performance?

.....
.....
What impact does change in work processes have on employees' performance at Toyota Ghana Limited?

.....
.....
What is the level of employees desires to support work processes changes that Toyota Ghana Limited has introduced to enhance their performance?

.....
.....
What challenges confront Toyota Ghana Limited in their work changes efforts as far as employees are concerned and strategies to circumvent these challenges?

.....
.....
What recommendation s would you give to the improvement of work processes at Toyota Ghana Limited?

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