

**BUSINESS PROCESS RE-ENGINEERING AND OPERATIONAL EFFICIENCY
OF COMMERCIAL STATE CORPORATIONS WITHIN NAIROBI COUNTY,
KENYA.**

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ABSTRACT

As Governments throughout the world consider the justification for owning and managing profit-driven enterprises, the conversation surrounding the internal efficiency of public sector entities has evolved into a topic of public concern. In light of the situation, the purpose of this study was to find out how business process re-engineering (BPR) impacts the efficiency of operational processes within commercial state corporations located in Nairobi County, Kenya. The study was guided by specific objectives: to assess the influence of senior management support on operational efficiency, analyze the impact of organizational culture on operational efficiency (OE), explore the effect of selecting a BPR methodology on operational efficiency, and probe into the influence of BPR strategic alignment on the OE of state-owned corporations in Kenya. The research was conducted on 36 commercial state corporations within Nairobi City County, Kenya. The research scope was restricted to four key variables: upper management support, BPR strategic alignment, choice of BPR methodology, and organizational culture. The investigation centered on commercial state corporations that operated during the period from 2019 to 2022. The resource-based perspective theory, systems theory, and organizational contingency theory were all incorporated into the study's theoretical framework in order to comprehend the theoretical underpinnings of the study variables. The census technique was applied using a cross-sectional survey study design because there are only 46 Commercial State Corporations in Kenya (n=46). Structured questionnaires were administered to gather quantitative data. Data analysis involved the use of SPSS version 24 for calculating descriptive statistics and Multiple Linear Regression analysis. The results show that the support of senior management, organizational culture, the choice of business process reengineering method and the alignment of business process reengineering strategies all have a positive impact significantly to the operational efficiency of state-owned commercial corporations ($P < 0.05$). The study's conclusions emphasize four critical recommendations for enhancing the OE of commercial state corporations. Firstly, securing unwavering top management support is paramount, as it significantly influences OE improvements.

Secondly, fostering an organizational culture aligned with BPR methodologies is crucial for success. Thirdly, careful selection of the appropriate BPR methodology and diligent adherence to its steps are imperative. Lastly, aligning BPR initiatives with the overall organizational strategy is pivotal in eliminating superfluous processes and tasks. By heeding these recommendations, commercial state corporations can achieve substantial gains in operational efficiency, ultimately boosting their performance and competitiveness.

Keywords: *business process re-engineering, operational efficiency, commercial state corporations, Kenya*

INTRODUCTION

A wealth of information can be found in the literature concerning the interplay between BPR and OE in corporate enterprises. The extent to which organizations can optimize their resource allocation for successful outcomes has been extensively deliberated in mainstream literature as a potential remedy for attaining organizational effectiveness (Muema & Gladys, 2019). Consequently, BPR provides organizations with the means to maximize the efficient utilization of resources in pursuit of their productivity goals (Odede, 2013). Nevertheless, even with the growing emphasis on operational efficiency in corporate environments, there is scant evidence regarding the suitability of business process re-engineering in enhancing operational efficiency within publicly-owned institutions. Many studies tend to raise questions about the ability of numerous public sector entities to effectively employ BPR for achieving both short-term and long-term objectives while keeping resource consumption to a minimum (Ongeri et al., 2020; Awolusi & Atiku, 2019).

State corporations, conversely, harness their expertise and capabilities, including transformative skills supported by upper-level management. The contingency theory has also been utilized to elucidate the significance of aligning the corporate culture with the organizational structure (Umrani et al., 2018). According to organizational contingency theory, there is no universal solution for managing an enterprise; instead, an organization's achievement hinges on the strategies and managerial methods embraced by its top management teams (Janka et al., 2020). Therefore, strategic alignment and the careful choice of an apt BPR approach hold the promise of propelling the enterprise toward further stages of development.

US-based companies embraced the re-engineering concept in the early 1980s, whereas the public sector witnessed a focus on increasing productivity, which occurred mostly in the late 1990s (Habib, 2013). The integration of BPR within a company is facilitated by the endorsement of the top management responsible for policy implementation. The adoption of BPR is contingent on the prevailing organizational culture, including its readiness for change and the ability to capitalize on novel ideas to achieve sustainable growth. Notably, the selection of an appropriate BPR methodology holds significant importance, as ill-suited approaches might fail to produce the desired outcomes. Similarly, the strategic alignment of BPR aims to attain operational efficiency by shaping the organization's structure and the strategic allocation of resources and personnel to fulfill organizational objectives. As a result, predictor variables play a critical part in achieving a company's operational efficiency, which is measured by parameters such as internal process efficiency, customer happiness, productivity, and product and service quality. BPR is concerned with the extent to which businesses can restructure (reengineer) their basic processes in order to optimize resource usage (inputs) and boost productivity.

On a global scale, a multitude of studies have underscored the pivotal role played by BPR in enhancing organizational efficiency. For instance, Chang et al. (2019) highlighted the significance of BPR in elevating trade performance within the realm of blockchain technologies. Martin and Cheung (2015) noted that multinational corporations based in the United States, operating across regions like New Zealand, Australia, and Europe, leverage BPR to revamp and streamline their operations, with the objective of securing a sustainable competitive advantage. Beskovnik and Zanne (2018) pointed out that the maritime industry in Europe is progressively integrating BPR into its day-to-day activities to optimize process alignment. In a similar vein, Kessey (2017) emphasized that the integration of BPR drives change management in public-private partnerships engaged in infrastructure projects. This underscores the notion that the incorporation of management tools such as BPR plays a pivotal role in facilitating a seamless change process that aligns with an organization's strategy.

In the African context, mainstream literature extensively explores the interrelationship between Business Process Reengineering (BPR) and operational efficiency. However, the majority of these studies primarily revolve around the relationship between BPR and cost reduction (Alhawamdeh, 2021). Adefulu et al. (2020) underscored that BPR enables Nigerian airline companies to trim their operational costs. The importance of cost reduction is of utmost significance in ensuring profitability margins and ultimately attaining a competitive advantage. Zondo (2021) demonstrated that BPR serves as a significant predictor of labor productivity within South Africa's Automotive Assembly firms.

Onyejiaku (2018) affirmed that BPR enhances the capacity of business enterprises in West African economies to implement diverse innovation strategies, a crucial element for augmenting enterprise competitiveness. Tekka (2021) outlined that BPR elevated the performance of contractors in Tanzania's construction sector, resulting in improvements such as reduced product delivery times and enhanced employee training. Hence, while Africa has undertaken numerous studies on BPR, the primary emphasis has revolved around factors such as cost reduction, organizational performance, and labor productivity. This deviation in focus from the present study underscores its exploration of the interconnections between BPR and operational efficiency.

In Kenya, many studies have been conducted to investigate the interaction between BPR and performance. For example, Kabui and Maina (2021) highlight that BPR plays a central role in improving the rebranding process and thereby improving the performance of credit unions. Gitonga and Nzulwa (2019) demonstrated that BPR enables government organizations in Kenya to implement performance management strategies, integrating approaches such as total quality management and balanced scorecards. Ongeru et al. (2020) found that BPR serves as a key performance driver for manufacturing companies in Kenya, facilitating efficient use of resources and promoting commitment to the vision and mission of organization.

Numerous state corporations have been identified as utilizing significant public funds, while their overall performance is dwindling. For instance, specific entities like sugar

companies are burdened with debts, and attempts by the government to rescue them from financial distress have proven unsuccessful (Barmasai & Mbugua, 2020; Muteithia & Machuki, 2018). According to the Business Daily (2021, November 01), the government wrote-off 37 billion debts owed by state firms, whereas the debt of the parastatals grew by 6.34%, which is 54 billion debt growth. Kenya's commercial corporations put considerable pressure on the country's debt. For instance, Fiebelkorn, Owuor, and Nzioki (2021) found that commercial state corporations operating in the Sub-Saharan region account for 14% of Gross Domestic Product, whereas those in Kenya only account for 3.5% percent. In countries, such as Lesotho, Angola, and Seychelles, commercial state corporations contribute 30% to 40% of their respective countries (World Bank, 2018).

Many researchers have examined concepts related to BPR, government emphasis on operational efficiency (Awolusi & Atiku, 2019), improving operational efficiency and reducing operational costs (Sungau & Ndunguru, 2015), as well as risk assessment in businesses. process reengineering (Nicholds, 2015). Additional studies have explored the use of BPR (Banerjee, 2015). These surveys highlight that although extensive research has been conducted on the importance of business process reengineering, these studies are conceptualized differently by context and industry. The present study aims to bridge this conceptual gap by examining the correlation between BPR and performance in SOEs.

In the context of empirical studies conducted in Kenya, research on BPR has mainly focused on the performance of food processing companies (Bitok, 2013; Ongeru et al., 2020). Other studies mainly focus on the Kenya Revenue Authority (Gicanga, 2019; Odede, 2013). These different areas of activity highlight significant disparities that hinder broad generalizations. On the contrary, the global empirical literature centers on diverse areas, including supply chains (Chang et al., 2019), European manufacturing companies (Lytvynenko and Sobkova, 2015), the Nigerian oil industry (Asikhia and Awolusi, 2015), and medical engineering disciplines (Ciarapica et al., 2016). This study seeks to fill the void between Kenyan and international empirical research, which has yet to explore the relationship between BPR and performance.

In terms of methodology, the prevailing literature primarily focuses on assessing the financial performance of commercial banks as the response variable, while investigating a range of predictors, regulatory factors, and intermediaries. For example, Wanyanga (2019) centered their research on service delivery as the outcome variable. Studies such as Muema & Gladys (2019) and Ongeti (2014) placed their emphasis on the operational efficiency of real estate companies as the outcome variable, each employing different predictor variables, moderating factors, and mediating variables. Conversely, this study aims to address a methodological gap by redirecting the focus toward BPR as the independent variable and operational efficiency within state corporations as the dependent variable.

LITERATURE REVIEW

Theoretical Literature Review

Contingency Theory

The application of contingency theory has also been used to shed light on the importance of organizational fit in aligning corporate culture with the structure of the organization (Umrani et al., 2018). The principles of organizational contingency theory suggest that there is no one-size-fits-all approach to business management. Instead, the growth of an organization depends on the management policies and strategies adopted by the management team (Janka et al., 2020). Therefore, strategic alignment and the judicious selection of suitable BPR methods hold the potential to propel businesses to the next stage of development. In the realm of BPR, organizations must reconsider their operational processes while considering numerous potential contingencies. This necessitates a thorough evaluation of the organization's strengths and weaknesses, along with the implementation of appropriate countermeasures.

Contingency theory serves as the foundational framework for this study, as it converges multiple dimensions of BPR and their application to ensure organizational operational efficiency. The implementation of BPR processes depends on the strategic alignment of organizations to respond to a wide range of potential situations. Due to the dynamic nature of the business landscape, uncertainties can arise, highlighting the central role of

contingency planning in protecting a business from unforeseen risks in the future. The applicability of contingency theory to current research lies in providing a conceptual foundation for contingency planning in business restructuring strategies for organizations. In Kenya, state corporations can effectively navigate forthcoming market uncertainties by taking actions such as selecting suitable BPR methodologies and harmonizing their strategic planning processes with the pursuit of operational efficiency objectives.

Empirical Literature Review

Drawing insights from successful BPR implementations in business firms, Fasna and Gunatilake (2019) conducted an evaluation of the BPR implementation process in various organizations. Their study's findings unveiled that the support of top management teams played a pivotal role in enabling organizations to execute BPR initiatives successfully. This highlights that the nature of BPR adopted by an organization is significantly shaped by managerial guidance, underscoring the indispensable role of top management teams. While their study predominantly centered on the choice of BPR types, the current study seeks to explore the impact of senior management support on BPR implementation and its correlation with the operational efficiency of commercial state corporations in Kenya.

Iqbal et al. (2015) conducted a study to examine the impact of BPR in improving internal process effectiveness (BPE) on a sample of 300 companies. Research indicates that when an organizational culture is in harmony with BPR, it can attain Business Process Excellence (BPE), resulting in decreased manufacturing costs and reduced instances of duplication, delays, and cycle times. Moreover, the study underscores the role of organizational culture in fostering BPR and enhancing operational efficiency. In contrast, this study offers a distinct perspective by concentrating on the public sector, particularly state-owned commercial enterprises in Kenya.

Rinaldi et al. (2015) conducted research on the implementation of BPR in Italian public administration. Research shows that BPR plays a key role in improving operational efficiency. Specifically, the study highlights the importance of choosing an appropriate BPR method to achieve internal process efficiency, a key factor in improving overall

performance. Furthermore, the study emphasizes the importance of labor selection for the performance of state-owned enterprises. The study also argues that organizational realignment is an important element of BPR to achieve desired results. In contrast, this study aims to investigate the impact of BPR method choice on performance in Kenyan state-owned companies.

Razalli et al. (2017) studied the impact of BPR and the moderating influence of IT capabilities on the performance of Islamic banks in Malaysia. Researchers found that BPR strategic alignment plays an important role in enhancing the performance of banks. The study found that BPR's operational efficiency is greatly improved through strategic alignment, which is a critical factor for success. While the prior study concentrated on commercial banks in Malaysia, this research centers on state-owned commercial companies in Kenya and their influence on performance.

Summary of Research Gaps

Author	Focus of the study	Findings of the study	Gaps identified	Focus of the current study
Fasna and Gunatilake (2019)	process of implementing BPR organizations	Numerous organizations managed to engage in BPR initiatives due to the backing provided by their top management teams.	The present study was designed to study the impact of top management support on BPR implementation and its association with the performance of public business entities in Kenya.	The study aimed to examine the influence of top management support on the adoption and effective implementation of BPR projects in these units. Furthermore, the objective is to shed light on the direct relationship between top management support, BPR implementation, and the performance gains of SOEs.
Hashem (2019)	Predictors of BPR in Egypt's banking sector	The primary drivers for the successful execution of BPR were identified as the dedication of top	The present study was specifically designed to examine the impact of top management support on BPR	The research aimed to investigate how top management support affects the effective execution of BPR initiatives within Kenya's public sector,

Author	Focus of the study	Findings of the study	Gaps identified	Focus of the current study
		management teams, along with robust IT infrastructure and a state of preparedness for change management.	implementation in the public sector in Kenya, with a particular focus on state-owned trading companies.	particularly focusing on commercial state corporations.
Madanhire and Mbohwa (2016)	Application of ERP systems to improve operational efficiency within the uniform and linen manufacturing sector in South Africa.	ERP systems played a crucial role in improving organizational communication, specifically in facilitating the flow of information from top management teams to lower-level employees.	The objective of this study is to replicate or reflect the impact of top management support on the performance of state-owned trading companies.	This study investigates the influence of top management support on the EO of state-owned trading companies. The study aimed to understand how the level of top management support affects the overall performance of these units.
Osano and Okwena (2015)	Factors that contribute to the successful implementation of BPR at KCB.	The involvement and dedication of senior managers played a crucial role in the successful execution of BPR at KCB.	The primary focus of this study was on state-owned commercial corporations in Kenya, particularly regarding how the support and involvement of top management have contributed to the improvement of operational efficiency through the implementation of the BPR approach.	This study aimed to explore the impact of top management support on the effective implementation of BPR initiatives and its subsequent effect on improving operational efficiency within these organizations.

Author	Focus of the study	Findings of the study	Gaps identified	Focus of the current study
Iqbal <i>et al.</i> (2015)	Results of BPR in improving BPE among a sample of 300 business firms.	Organizational culture serves as a facilitating element for BPR, contributing to the enhancement of operational efficiency.	This research adopted a distinct approach by centering its focus on the public sector, specifically emphasizing commercial state corporations.	The main objective of this study was to investigate the correlation between top management support and performance in the specific context of publicly traded companies.
Lilian <i>et al.</i> (2015)	The study concentrated on assessing the influence of BPR on the performance of automobile companies situated in the southeastern region of Nigeria.	The results show that organizational cultural factors, including factors such as job satisfaction and organizational innovation, play an important role in predicting BPR success.	This study was designed to explore the influence of organizational culture on the effectiveness of the BPR element and its interrelation with the operational efficiency of state-owned commercial corporations in Kenya.	The study examines the influence of organizational culture on the effective implementation of BPR initiatives in these organizations and its correlation with their performance.
Razalli <i>et al.</i> (2017)	The study examines the effectiveness of BPR and the moderating role of IT capabilities on the performance of Islamic banks in Malaysia.	Strategic alignment has emerged as a critical factor contributing to the success of BPR initiatives and, in turn, fostering operational efficiency within organizations.	This study focuses on Malaysian commercial banks, while the present study focuses on state-owned trading companies in Kenya and how this affects performance.	While the earlier study concentrated on commercial banks in Malaysia, the current research revolves around commercial state corporations in Kenya, aiming to explore the impact of these corporations on OE.

CONCEPTUAL FRAMEWORK

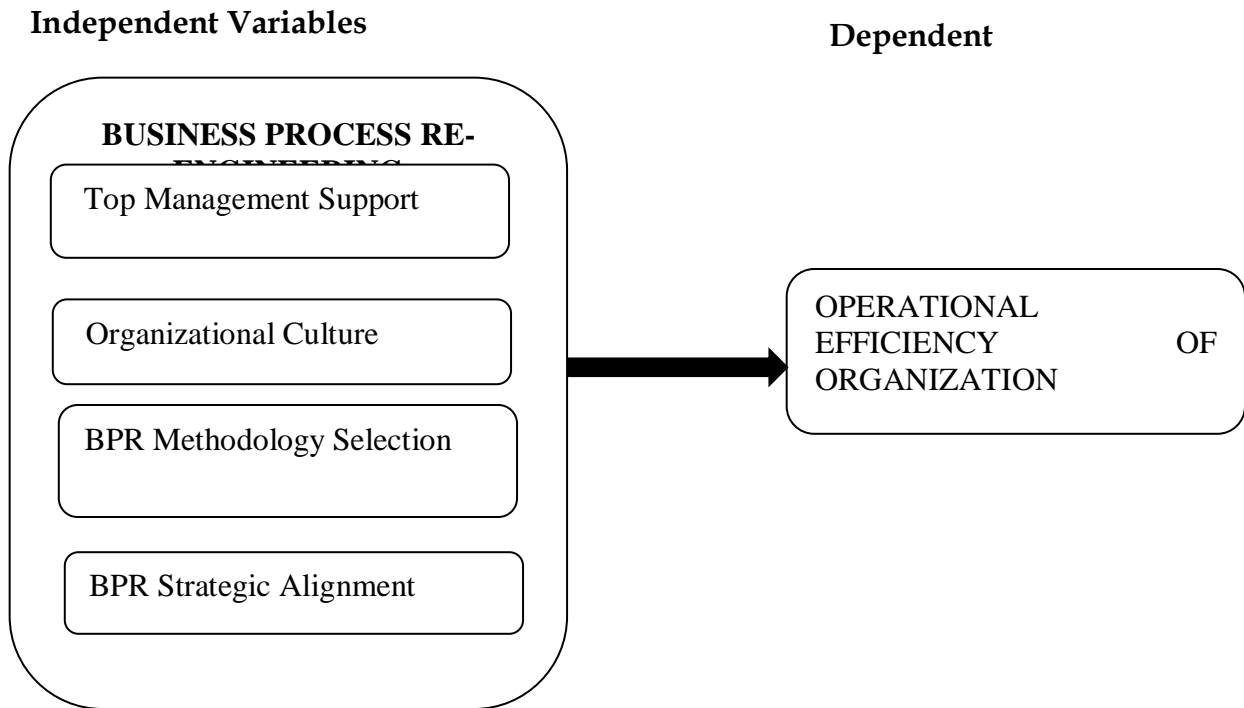


Figure 1: Conceptual Framework

RESEARCH DESIGN AND METHODOLOGY

The study used a cross-sectional survey design to study the correlation between BPR and performance in publicly traded companies in Kenya. This design is appropriate because it facilitates simultaneous data collection for the independent and dependent variables at a single point in time, allowing for trend analysis (Kothari, 2014). The study included all 46 publicly traded companies in Kenya. Of these, 36 facilities are located in Nairobi County, which is the subject of this study. The census technique was used because of the relatively small number of state trading corporations in Kenya. As of 2020, there are a total of 46 state-owned commercial corporations (Fiebelkorn et al., 2021; National Treasury, 2020; World Bank, 2021), of which 36 operate in Nairobi City County.

The research employed structured questionnaires designed using a 5-point Likert scale. A pilot was carried out using questionnaires distributed to 10% of commercial state

corporations located outside Nairobi County. This pilot test was based on the principle of accounting for 10% of the total sample size (Bell, Kothiyal, & Willmott, 2017). The data collection tool's credibility was ensured through content and construct validity. Content validity was achieved by formulating questionnaire items that accurately reflected the studied phenomenon. To ensure the research instruments' reliability across multiple data collection instances, the Cronbach's alpha test (1951) was employed. This test evaluated the internal consistency of the instruments by analyzing the coefficients derived from Cronbach's alpha. Coefficients below 0.7 were considered unacceptable.

Questions were administered through both the drop-and-pick method and online platforms like Google Forms. The questionnaire items were input into online platforms and distributed to respondents via email. The study gathered quantitative data for analysis. The quantitative data was analyzed using SPSS v.25. Descriptive statistics, including mean and standard deviation, were computed to discern patterns and trends within the data. Findings were presented in the form of tables, figures, diagrams, and text. To explore the relationship between BPR factors (independent variable) and performance (dependent variable), inferential statistics, such as linear regression analysis and Pearson correlation analysis, were employed. Diagnostic tests, including assessments for heteroskedasticity, multicollinearity, normality, and autocorrelation, were conducted prior to executing the inferential statistics. The following linear regression model was applied:

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon;$$

Where: Y = Dependent Variable (operational efficiency of state corporations)

Independent variables, which include:

X_1 = Top Management Support

X_2 = Organizational Culture

X_3 = BPR methodology Application

X_4 = BPR Strategic Alignment

RESEARCH FINDINGS

BPR and Operational Efficiency

The study sought to establish whether BPR was statistically associated with OE of commercial state corporations in Nairobi City County. But first, descriptive statistics were presented.

Statement	Mean	Std. Deviation	CV(%)
The organization's internal efficiency has improved	4.1	1.49	36.4%
We have automated our processes to reduce production or service time	4.0	1.24	31.1%
Our operational expenditure has decreased	3.3	1.42	43.3%
The competitive positioning of the organization in the market has improved	4.3	1.15	26.5%
Our productivity is high	3.8	1.39	36.6%
We are able to optimize our operational cost	3.3	1.58	47.2%
We regularly achieve our targets	4.1	1.22	29.9%
The organization's revenue has improved	3.6	1.39	38.2%
Our customers are satisfied with our products or services	4.1	1.20	29.3%
The quality of our products or services has improved	4.4	1.01	23.0%
Wastages in the organization have reduced.	4.4	1.04	23.7%
Average	3.9		

Analysis of data revealed that internal efficiency of commercial state corporations had improved to a great extent as highlighted by a mean of 4.1 and coefficient of variation of 36.4%. Similarly, the study established that commercial state corporations had automated their processes to reduce the service and production time to a great extent (mean=4.0; C.V.=31.1%). At moderate levels, research established that operational expenditure for commercial state corporations had decreased (mean=3.3). C.V of 43.3% demonstrated a

relatively high dispersion of responses from the mean. To a great extent, the study established that commercial state corporations' competitive positioning in the market had improved as evidenced by a mean of 4.3 and C.V of 26.5%. Similarly, the study established that the productivity of commercial state corporations was high (mean=3.8; C.V =36.6%).

In terms of optimizing operational costs, the study established that commercial state corporations had achieved this to a moderate level as evidenced by a mean of 3.3 and a coefficient of variation of 47.2%. To a great level, the study revealed that commercial state corporations regularly achieve their targets as highlighted by a mean of 4.1 and a coefficient of variation of 29.9%. To a great extent, most of the commercial state corporations stated that their revenues had improved (mean=3.6; C.V= 38.2%). To a great extent, the study revealed that commercial state corporations' customers were satisfied with products and services as evidenced by a mean of 4.1 and a coefficient of variation of 29.3%. In terms of product and service improvement, the study established that commercial state corporations had improved them to a very great extent (mean=4.4; C.V=23.0%). Likewise, the study established that wastages in the commercial state corporations had reduced as demonstrated by a mean pf 4.4 and a coefficient of variation of 23.7%. Computed mean of 3.9 indicates that commercial state corporations had realized operational efficiency to a great extent.

Multiple Linear Regression Analysis

The study employs a simple linear regression analysis to investigate the relationship between BPR and OE within state-owned trading corporations in Nairobi County. The researcher utilized SPSS version 25 for encoding, data entry, and computing various regression metrics for the study. "The coefficient of determination elucidates the degree to which alterations in the dependent variable can be clarified by shifts in the independent variable or the proportion of variation in the dependent variable (OE) that is accounted for

by the independent variable (BPR practice). Table 19 provides an overview of the key findings from the multiple linear regression model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.949	.941	.23696

a. Predictors: (Constant), BPR Strategic Alignment, Top Management Support, Organizational Culture, BPR Methodology Selection

In the model summary displayed in Table 4.17, the coefficient of determination elucidates the extent to which alterations in the dependent variable can be clarified by shifts in the independent variables or the percentage of change in the dependent variable (OE) explained by each of them. There are 4 predictor variables under consideration (BPR Strategic Alignment, Senior Management Support, Organizational Culture, BPR Methodology Adoption). The analysis reveals that these 4 independent variables examined collectively account for 94.9% of the variance in OE, as denoted by R². This implies that other unexamined factors contribute 5.1% to the variance in the outcome variable. Table 20 presents the results of the ANOVA.

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	28.169	4	7.042	125.418	.000 ^b
1	Residual	1.516	27	.056		
	Total	29.685	31			

a. Dependent Variable: OE

b. Predictors: (Constant), BPR Strategic Alignment, Top Management Support, Organizational Culture, BPR Methodology application

On the ANOVA in Table 4.18, the critical F at the 5% significance level is 2.728 for degrees of freedom 4 and 27. Since the calculated F is larger than the critical F (value = 125.418), this shows that the overall model is significant in predicting the relationship between BPR

OE and state trading companies in Nairobi County. The P value is 0.000, less than 0.05, thus indicating a correlation between the predictor variables (BPR strategic alignment, senior management support, organizational culture, BPR approach adoption) and outcome variable (OE). If the significance value of F is greater than 0.05, the independent variables will not explain the change in the dependent variable.

Model	Unstandardized		Standardized		Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.399	.303		1.314	.200
Top Management Support	.811	.082	.874	9.841	.000
Organizational Culture	.693	.210	.687	3.292	.003
BPR Methodology application	.742	.043	.954	17.452	.000
BPR Strategic Alignment	.559	.209	.702	2.682	.012

From the regression findings, the substitution of the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$) become:

$$OE = .399 + 0.811 \text{ Top Management Support} + 0.693 \text{ Organizational Culture} + 0.742 \text{ BPR Methodology Selection} + 0.559 \text{ BPR Strategic Alignment}$$

According to the equation, taking all factors: (BPR strategic alignment, Senior management support, Organizational culture, BPR method selection) constant to 0, the EO of state-owned commercial corporations will be 0.399. The results also show that an increase in the Senior Management Support variable leads to a 0.811 increase in EO. An increase in organizational culture will lead to a 0.693 increase in performance, while an increase in the adoption of BPR methods will lead to a 0.742 increase in performance, while an increase in strategic alignment of BPR would result in 0.559. increase operational efficiency. Order of importance: Support senior management, BPR method selection, organizational culture and corresponding BPR strategic alignment.

CONCLUSIONS AND RECOMMENDATIONS

The study concludes that support by top management teams has a statistically significant effect on OE of commercial state corporations ($P < .05$). Top management teams are in charge of communicating processes and procedures that should be followed in the course of re-aligning strategies to radically improve efficiency by eliminating processes that are not necessary to the production and service lines. The study concludes that organizational culture has a positive and statistically significant effect on the OE of commercial state corporations ($P < .05$).

Aligning organizational values, attitudes, goals, and processes to the BPR methodology is thought to enhance the extent to which constant improves of the organization are achieved. BPR initiatives should agree with the existing organizational structure and information technology infrastructure for seamless flow of processes. The study concludes that BPR methodology selection has a strong, positive and statistically significant effect on the OE of commercial state corporations ($P < .05$). Selection of suitable BPR framework and attendant steps is thought to positively influence operational efficiency. Relevant BPR methodology should be selected and appropriate steps followed to achieve the desired results. The study concludes that aligning BPR to organizational strategy has a strong, positive, and statistically significant effect on the OE of commercial state corporations ($P < .05$).

The study recommends that top managers in commercial state corporations should lead from the front and act as role models in the course of re-designing organizational processes. The tone at the top is important in creating rapport across the organizational hierarchy in the course of improving existing structure so that they are in tandem with new BPR framework. Furthermore, the study underscores the importance of re-designing organizational internal processes according to the firm culture so that prevailing ways of operations, values, goals, attitudes, among others, are not in conflict with the proposed BPR framework.

Notably, the study recommends the need for firms to choose appropriate BPR steps and frameworks that are ideal for them. It is crucial to undertake a baseline analysis of the organization before designing and implementing radical strategies aimed at reducing unnecessary bureaucracies and duplications. Moreover, study underlines the need to re-organize firms by increasing information exchange and eliminate unnecessary management layers and errors that needlessly increase the cost of production. Furthermore, it is important to re-configure organizational resources to core functions of commercial state corporations.

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