

# Business Process Reengineering and Changing Management: A Case Study of Yemen Culture Attaché in Malaysia

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*Abstract*—This We embarked on a case study to help one organization with radical change for the purpose of gaining success and better performance. The organization we look at was Culture Attaché of Yemen embassy in Malaysia. From the interview data, we were able to identify the problems and obstacles and also come out with proper solutions to those identified problems. Two main issues were identified above the rest. First, the absence of using technology and the second is in the administrative part. Lewin's model for change management was chosen to be the suitable model as a solution for the identified problems.

*Keywords*— *Change Management, BPR, Yemen Culture Attaché Malaysia*

## 1. INTRODUCTION

Nowadays, governments are measured by their citizens' satisfaction and understanding of the citizens' need is very important to improve that satisfaction which results to repetitive visit [1]. Many developed countries, institutions and organizations have gone through development process and reengineer their business process for better performance to achieve desired goals of their citizen satisfaction [2,3]. Therefore, successful educational institutions today recognize the need for core Information Technology and management systems to help drive shifting organizational priorities, and all whilst managing the growing demands for exceptional student services [4]. Among those educational institutions is the Ministry of higher Education of Yemen. Since the Ministry of higher education pays a careful attention to its students who study abroad, it established several culture attachés under each embassy .Those culture attachés' are advocated to look after students' needs and to facilitate the study procedures that students follow.

One of those culture attaché offices is the culture attaché of Yemen embassy in Malaysia. The culture attaché in Malaysia receives a lot of Yemeni students to study in Malaysia from different sectors of Yemen government. Therefore, the number of Yemeni students in Malaysia is approximately 9000 students which are still increasing [2]. Therefore, the researchers has investigated and studied the current situation of the organization and come out with the identified problems and suggest some solutions to the organization in order improve their business process which will make the organization more effective and more successful among the other cultural attaché.

In current years, one of the more important and suitable approaches to make changes in business methods is business process reengineering (BPR), which is mainly concerned with making changes in business processes [6,7]. To make these changes and improvements proposed by BPR and change management, it is important to use elements known as enablers in BPR and famous change management models [7,8, 9].

Based on the BPR elements and change management model, the researcher here in this paper is going to produce a great and efficient ideas and solutions to be implemented in the culture attaché which will help the organization to make a real change in the organization's structure, leadership, strategic plan as well as the most important factor which is the Information Technology [8].

## 2. BBR CONCEPT AND CHANGE MANAGEMENT MODEL

BPR is a business management strategy, originally pioneered in the early 1990s, focusing on the analysis and design of workflows and business processes within an organization [9]. BPR is a methodology that promotes change and introduces new processes and new styles of working [9,10]. Successful business process reengineering (BPR) efforts in many firms have been reported to significantly improve productivity and reduce staff [11]. Another definition by Hammer and Champy [12], BPR defined as “fundamental revision and radical redesign of processes to reach spectacular improvements in critical and contemporary measurements of efficiency, such as costs, quality, service and quickness.” Key words in this BPR definition are:

- Fundamental: What is the company's basic style of working?
- Radical: All existing procedures and structures must be forgotten and new styles of working must be discovered. Superficial changes are not useful. Changes must be made at the very root.
- Spectacular: Spectacular changes must be discovered, not marginal improvements.
- Processes: Redesign must be fixed on the processes not on the tasks, jobs, people, or structures.

As a result, the organization must restart all over again and the old procedures should be left behind as well as start stopping using the previous system up to now. In other word , BPR is redesigning and this means changing. The changing here means is to start over the old system and start to adopt the new system that has been proposed to cope with benefits of being changed [10].

There many change theories and models that have been widely recognized and those theories serve as a testimony to the fact that change is a real phenomena [7].One of most recognized models is the Kurt Lewin’s model [13]. Figure 1 below shows the Lewin’s framework for change [12,13,14].

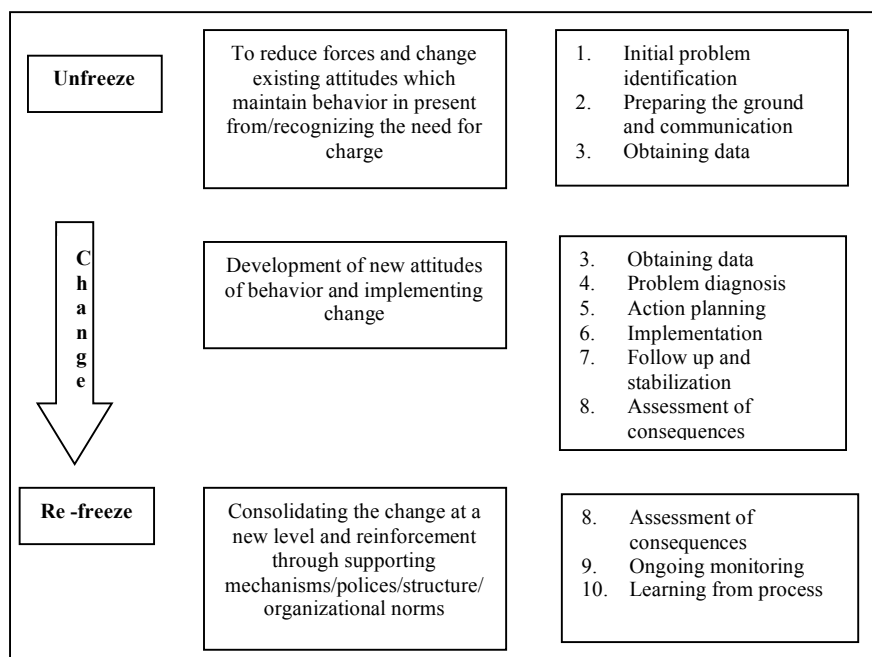


Figure 1 : Lewns Model for Change Management

As shown in figure 1 above, the three phases that Lewin’s model consist of are as fellow [13,14]:

- Unfreeze: This phase when most people start to react and make an effort to resist change. To overcome this direction , an Unfreeze phase start and must be initiated to through motivation
- Change: The second phase start when change is initiated and the company start with the transition. In this phase, a strong leadership and reassurance is an essential matter to assure the process is successful.
- Re-freeze: once the change is accepted and everything working smoothly then the company becomes established again and the staff will act as they work under new guidelines.

In this study, although this model is take time to implement but researcher in this study prefers to use it since it’s easy to use and many companies prefer to use it to enact major changes [11, 10].

### 3. RESEARCH METHODOLOGY

Case study analysis of Yemen Culture Attaché started with a site visit on 2013 and 2014. The qualitative method has been selected as an instrument for the data collection. The Data were gathered through individual interviews, annual reports, observation, e-mail, and informal discussions. Those who have been formally interviewed are from top management, clacks and students. There were three people from the top management, cultural counselor, academic counselor, financial counselor. Table 1 shows the demographics of the respondents. We have been contact usually via face to face, phones, emails. To guide the interview discussion, we used a set of open-ended questions, related to BPR and change management. Therefore, open-ended questions method allows the respondents to discuss more issues that are important related to the research.

Table 1: Demographics of respondents

Respondents	Characteristics		
	Gender	Age	Educational level
Cultural Counselor	Male	53	Ph.D holder
Academic Counselor	Male	40	Ph.D holder
Financial Counselor	Male	54	Bachelor degree
Clacks	Male	28-35	Bachelor degree
Students	Male & Female	22-32	Bachelor , Master and Ph.D

### 4. FINDING

As we mentioned that the Culture Attaché of Yemen Embassy in Malaysia is mainly responsible for managing the students Information, keep tracking with the student's academic and financial information as well as organizing the students cultural and social activities and facilitate the student's studying procedures but these tasks still not electronically managed. Numbers of Yemeni students now are more than 9000 and still in increase recently and this need a good and more effective and efficient management.

The researcher throughout the interview with the students and the staff of the Culture attaché conclude that the Culture attaché face a lot of problems but the main problems can be classified as technology using manual systems rather than electronic systems for managing and the student's information and the second problem we can say that it's about administrative problems that represented by the absence of the main roles that the culture attaché should do.

### 5. PROPOSED SOLUTION

Based on the above analyzing of the obstacles which are facing the cultural attaché unit, we suggest the cultural attaché unit to go ahead to the change since, it can provide solution to their current obstacles. Therefore, the culture attaché unit needs to change its current business process to the new one. The new business process that we strongly suggest and recommended them to use is providing two new areas to the existing business process. The first area is introducing the IT system and the second area is to improve their current organization structure and we explain in more details of these two areas in the following section "change plan.

#### 5.1 CHANGE PLAN

The type of the change that is convenient to the culture attach unit is top-down change, since the top executive managers are willing to change and sponsor the cost of the change, so they will facilitate and ease the work process for changing because they have the power . For the change plan steps, we will use the Kurt Lwein model which has three phases namely as unfreezing phase, changing phase, and freezing phase. These three phases will be used to implement the change in culture attaché unit as illustrated below:

**Unfreezing Phase:** In this phase the culture attaché unit has to terminate its existing manual business process which is not longer useful and start preparing for the new business process by developing the Student Information Management System (SIMS) and start to restructure the organization structure by adding two new sub-units in the culture attaché. The first unit is named as unit of cultural and social department which will concern about the students' cultural and social activities. Information and system development unit will be as the second new sub-unit. This unit will be worked on the developing and maintaining the systems. The culture attaché has to hire the qualified staff who will be able to work in the two new sub-units. For example, the staff of information and development system unit should have IT Background as well as experience of working in IT field. Also, the staff in cultural and social sub-unit should have good communication skills and leadership skills.

**Changing Phase:** After preparing enough for the change, the next phase is to start moving toward to the inner movements of the change, where the culture attaché has to take action. The culture attaché has to start to use the new business process by using the developed IT system namely as SIMS. In addition, the culture attaché has to make its employees to adopt the new business process by providing them training in how to do their job such as, the culture attaché should provide training in how the employees will use the developed electronic system.

**Refreezing Phase:** After making the employees of the culture attaché adopt and are more comfortable with the new business process, the culture attaché has to keep up with this change and try anchoring the change as well. Therefore, the culture attaché should keep updating and maintaining the electronic system and extend it to fulfill all the academic and financial matters. In addition, the top management should keep tracking and observing and also evaluate the staff in their work in order to perform well.

## 6. CONCLUSION

As a conclusion, the culture attaché of the Yemen embassy of in Malaysia which mainly focuses on the Yemeni students who study in Malaysia and facilitate them and ease all the procedures for them to let the students study without any problem face them. As any new established organization, the culture attaché is one of those organizations that have a problem in its business process and those problems represented by using manual system rather than electronic system and also the absence of doing many roles and tasks assigned to it. Therefore, in order for the culture attaché to be as one of the successful organizations, it needs to improve two areas of its business process which are Structure and IT business process. As a result, by implementing these two areas in a perfect way by hiring the qualified and skilled employees, the culture attaché will change to a better condition that will make its reputation around and among the other culture attaché around the world.

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