Expert Leaders

Mohsen Rasoulian[1], Seyed Mahmoud Ziaee[2]

[1]Associate Professor in Azad University of Naraq, Naraq, Iran
[2]Department of Business Management, Azad University of Naraq, Naraq, Iran

ABSTRACT

Objective: this study aims to investigate reengineering to improve the performance of employees working in the virtual media of Islamic Republic of Iran Broadcasting.
Methodology: this study is a cross-sectional descriptive-analysis research. The statistical population consists of all employees in working at the administration of Islamic Republic of Iran Broadcasting in 2014. A 100 of these employees were selected and studies using random-stratified sampling. a self-made test was used to collect the data regarding reengineering and a research-made 3 questionnaire comprised of 21 three choice questions was employed to determine the effective factors including egalitarian leadership, work environment, organizational commitment, managerial support, and employee resistance, whose validity and reliability was confirmed in the previous research. The collected data was analyzed using SPSS software, descriptive and analytical statistics, Spearman`s correlation coefficient, independent t at significance level p_ <5%.
Findings: research findings indicate that there is significant relationship between the occupation of employees and reengineering components. In other words, employees with higher expertise accept the leadership of the group.
KEYWORDS: reengineering, broadcasting, leader, work environment, organizational commitment, expertise.

INTRODUCTION

Reengineering simply violated the well-known and several hundred year old percept of work division by Adam Smith [1]. From mid twentieth century, organizations were no longer capable of continue their operations based on a rational categorization of control tasks and expertise in form of specialized circles and vertical managerial hierarchies. Organizations must analyze the rapid and consistent changes of the environment and its effects of the customers and apply it to their operations to maintain their competitive advantage. The competitive advantage is defined as the ability of a company in having a better performance in the corresponding industry [2]. The competitive advantage consists of the characteristics or dimensions of any company, which allows it to provide better services (better values) to their customers. In a study called "reengineering, the pioneer engineering", Chikofsky and Cross [3] define reengineering as follows: contractual and common development, such that it is distinguished from software reengineering. Software reengineering begins with system features and involves designing and implementing a new system; however, reengineering starts with an existing system. Reengineering is known with several names, including redesigning of main processes, process innovation (Davenport), redesigning business processes, and reengineering of the organization. Darmani+ Hanafizadeh [4] defines reengineering in business processes as the selection of the optimal basket of business processes in engineering project. A study by Zahra Ramesh [5], called reengineering the imports process using information and communication technology, presents the case study of imports using document collection in Melli Bank, Iran. Despite different theories in this context and the support of novel technologies, performing a transformation is still considered difficult and convoluted. Accordingly, we can point out hundreds of companies and organization that have failed due to the lack of appropriate management in the process of transformation. Statistics show that about 70-80% of these projects fail or remain unfinished. Many studies have been conducted to explain the reasons of these failures

Definitions
Reengineering of organization is a holistic approach that employees a process to correlate the competition strategy of the organization with its employees and intrinsic process (Mark, 1998).
Parker defines reengineering as follow:

Corresponding Author: Seyed Mahmoud Ziaee, Department of Business Management, Azad University of Naraq, Naraq, Iran.
sm_ziaee93@yahoo.com

"Using instruments and evolved methods and combining them with novel and powerful technology to provide an explosive combination (bomb) to create intense transformations at the organizational level and satisfy the customers".

This definition includes the following components:

Optimal "evolution" of all tools and methods available for users, from time and work evaluation techniques to sensitivity statistical analysis.
(What-if)

Recently, "technology" has rapidly grown and evolved. More specifically, information technology (IT) has shown an unexpected progress. This factor has made RE an innovative approach. In 1988, the incapability of technology led to the failure of methods similar to RE and transformations were unable to realize the required flexibility.

"Explosive combination (bomb)" refers to the measured utilization of tools and technology to determine the organization`s problems and move towards maximizing RE`s profitability. Moreover, the term bomb can also apply to the destruction of problematic principles and managerial and work roles (occupation) of the organization. The most effectiveness of RE is achieved when the company or the organization has no choice but the complete transformation and the acceleration of its activities, in order to survive.

On the contrary, gradual transformation, reengineering, leads to the "complete alteration" of all organizational components including processes, employees, and technology to make the goals and objectives achievable. RE is usable in both main processes and redesigning all business processes. What is crucial for all organizations to have in mind is the attraction of "customers". This is realized through providing services or products to the customers. Therefore, processes should be designed in a customer-oriented way and pay maximum attention to their customers.

Research Objective

We often see that most organization focus on "what" a transformation is, regarding reengineering, rather than "how" it is realized. In most cases, 80% of the force and effort is spent on "what" and little attention is paid to "how". While, admittedly, we can say that 70-80% of the failures of reengineering programs lies in the method and "how" the transformation is performed and only a slight percent corresponds to the "what", i.e. the program itself. This research aims to investigate the risk of reengineering in the business market using correlation and questionnaire, specify and evaluate this relationship in the broadcasting organization (the administration of the virtual media) and provide necessary strategies. This research seeks an answer to the question that what is the risk of reengineering in the business market?

In order to investigate the history and experiences of reengineering, first a number of reengineering projects were selected. Next, based on the general categorization of the literature, the effective factors in reengineering were identified and the performance of the projects were compared.

Statistical Population

The statistical population of this project includes all employees of the administration of IRIB in 2014, which is comprised on 140 individuals.

Statistical Sample and Sampling Method

The sample size of this research was determined a hundred individuals based on Cochran `s formula.
The categorization of the population and sample

Category Size		Category
Sample	Population	
24	30	Female
71	110	Male

MATERIAL AND METHODS

This study is a descriptive-inferential research based on the selected subject. A descriptive research directly studies the ideas, beliefs, views, thoughts, feelings, and preferences of the individuals about objective subjects. The current questionnaire is a short questionnaire consisting of 21 test materials. In order to collect the data, the questionnaire on a three choice (yes, almost, no) scale was used, which was personally sent and collected. Since, the test is self-made test, using a sample of 40 people, the validity of the questionnaire was obtained with SPSS software

using Cronbach`s alpha, with alpha equal to 49.25, that indicates the validity of the test is not credible and it is fully observable in the studies and conducting data analysis.

In this research, two inferential and descriptive statistics were employed. The descriptive statistics were used to illustrate the demographic information and the inferential statistics were exploited to analyze the data and test the research hypotheses.

Considering the importance of reengineering and business processes in the success of organizations, a survey was conducted, called investigating reengineering risks in the business market in the administration of the virtual media of broadcasting, whose results are presented in this section. For distributing the questionnaires, there were 71 male and 24 female participants in the study and three individuals did not respond. About 10.2% of the sample were 20 to 30, 33.7% were 30 to 40, 22.4% were 40 to 50, and 22.4% were between 50 to 60 years old. In the descriptive assessment, 32 individuals had diplomas, 14 had associate degrees, 41 had undergraduate and 6 had graduate degrees. In other words, most participants of this study were undergraduates.

Data Analysis and Research Hypotheses

Considering the obtained results, the developed hypotheses of this research are as follows:

First hypothesis: there is significant relationship between the gender of employees and reengineering components.

Second hypothesis: there is significant relationship between the education of employees and reengineering components.

Third hypothesis: there is significant relationship between the age of employees and reengineering components.

Fourth hypothesis: there is significant relationship between the occupation of employees and reengineering components.

The Conceptual Model of the Research
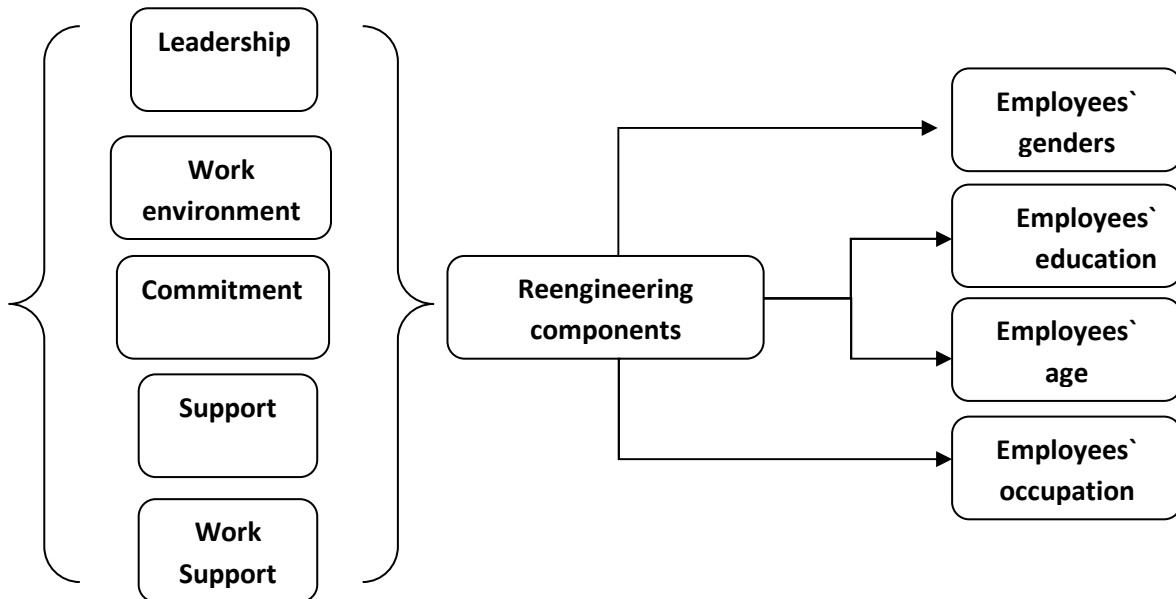
Reference: Attaran, 2003 [6]; Oleri, 2002.

RESULTS

In order to test the hypotheses, Spearman`s correlation coefficient was used that delineates the intensity of the relationship between two variables.

First Hypothesis

Null hypothesis (H0): there is no significant relationship between the gender of the employees and reengineering components.

Alternative hypothesis (H1): there is a significant relationship between the gender of the employees and reengineering components.

Table 1: Pearson`s correlation test results between employees` genders and reengineering components

Gender			
p-value	Correlation	coefficient value	reengineering components
0.209		0.131	leadership
0.755		-0.033	work environment
0.773		-0.030	commitment
0.154		0.153	support
0.517		-0.068	Work resistance

Table 1 indicates that there is no significant relationship between the genders of employees and risk components of reengineering (p>0.05). Therefore, the first hypothesis is rejected. In other words, the considered population, gender is not known as an important factors in detecting leadership. Moreover, gender is not effective in the work environment, commitment, support, and work resistance.

Second Hypothesis
Null hypothesis (H0): there is no significant relationship between the education of the employees and reengineering components.
Alternative hypothesis (H1): there is a significant relationship between the education of the employees and reengineering components.

Table 2: Pearson`s correlation test results between employees` education and reengineering components

Gender			
p-value	Correlation	coefficient value	reengineering components
0.060		-0.197	leadership
0.837		-0.022	work environment
0.739		-0.035	commitment
0.972		0.004	support
0.651		0.048	Work resistance

Table 2 indicates that there is no significant relationship between the education of employees and risk components of reengineering (p>0.05). Therefore, the second hypothesis is rejected. In other words, in the administration of IRIB, education is not known as an important factors in detecting leadership. Moreover, gender is not effective in the work environment, commitment, support, and work resistance.

Third Hypothesis
Null hypothesis (H0): there is no significant relationship between the age of the employees and reengineering components.
Alternative hypothesis (H1): there is a significant relationship between the age of the employees and reengineering components.

Table 3: Pearson`s correlation test results between employees` age and reengineering components

Gender			
p-value	Correlation	coefficient value	reengineering components
0.182		-0.145	leadership
0.438		0.085	work environment
0.994		0.001	commitment
0.918		0.012	support
0.481		0.077	Work resistance

Table 3 indicates that there is no significant relationship between the age of employees and risk components of reengineering (p>0.05). Therefore, the third hypothesis is rejected. In other words, in the considered population, age

is not known as an important factors in detecting leadership. Moreover, gender is not effective in the work environment, commitment, support, and work resistance.

Fourth Hypothesis

Null hypothesis (H0): there is no significant relationship between the occupation of the employees and reengineering components.

Alternative hypothesis (H1): there is a significant relationship between the occupation of the employees and reengineering components.

Table 4: Pearson`s correlation test results between employees` occupations and reengineering components

	Occupation		reengineering components
p-value	Correlation	coefficient value	
0.014		-0.254	leadership
0.269		-0.116	work environment
0.201		-0.134	commitment
0.189		-0.141	support
0.104		-0.171	Work resistance

Table 4 indicates that there is a significant relationship between employees` occupations and the leadership component ($p<0.05$). In other words, employees with higher expertise accept the leadership of the group. Therefore, the fourth hypothesis is only true for the leadership component and there is no significant relationship between employees` occupations, work environment, commitment, support, and work resistance.

Conclusions

Since, this study aimed to find solutions to clarify the obstacles of an organization, in other words, problems leading to the reduction of the organization`s power, we can overcome these issues and increase the organization`s power through research. It is hoped that the results and recommendations of this research can be effective and helpful in increasing the performance and efficiency of the employees, which is the very goal of this study.

The results of this study showed that there is no significant relationship between the age, gender, and education of the employees and the reengineering components (i.e. leadership, work environment, commitment, support, and work resistance). It means that age, gender, and education have no relationship with reengineering components. Therefore, the first, second, and third hypotheses were rejected.

Results indicated that the fourth hypothesis is confirmed. In other words, employees with higher education accept the leadership of the group.

Research Recommendations

1- Holding educational classes to increase the specialty of the employees to leader different work groups.
2- Reinforce the motivation skill of the employees. Conduct more through studies regarding the standardized tests.
3- Holding educational courses and seminars to increase the work commitment and resistance of the employees for providing better support.

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