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## Reengineering and Culture Modification Techniques of Ict Sectors: Responses to Radical Changes

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### **Abstract**

*Radical changes have occurred in the ICT sector as a result of the rapid pace of technological advancements, compelling firms to evolve or risk becoming obsolete. Reengineering and culture modification techniques have become effective strategies to respond to these changes. The purpose of this study was to determine the extent to which reengineering and culture modification were used among selected ICT sectors in the GCC countries in order to find out how these sectors respond to radical changes. This study was based on the principle advanced by Chin and Benne (in French, Bell, and Zawacki, 2014) that changes agents must use people technologies to plan, install, and evaluate changes in business practices. The descriptive-survey method of research was used in this study. Researcher-made questionnaires were used as instruments of data collection. Data on the techniques of reengineering and organization culture modification applied in the ICT sectors in the selected GCC countries were collected. The study yielded findings which revealed that ICT sectors in the selected GCC countries, often used reengineering techniques in terms of definition of change objectives; personal commitment to change; executive consensus; absolute Vigilance; readiness to abandon old methods; and belief in the change process. Regarding the culture modification techniques as viewed by the respondents, ICT sectors often used change of focus; change in handling crisis; change in recruitment systems; change in promotion systems; and change in reward systems. The results of the statistical test showed that the hypothesis is rejected. Researchers conclude that use of reengineering and culture modification techniques are essential responses to radical change in the ICT sectors. Recommendations include disseminating adequate information about company changes before adopting modified practices; involving employees in the change implementation; and creating a favorable climate for implementing change and emphasize the most effective ways to promote readiness.*

**Keywords:** Reengineering, culture modification, ICT sectors, radical change, GCC countries

### **1. Introduction**

ICT sectors face multiple challenges today because of globalization. They have to examine their operations to determine their capabilities for coping with the demands of global competitiveness. Furthermore, they have to produce products and services of high quality to survive and develop in a globally competitive business environment. Many companies, therefore, aim for quality, relevance, and equity in their delivery of products and services, specifically in imparting knowledge, attitudes, and skills among their employees.

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This critical task places business institutions in a position that ascribes to them the great responsibility of shaping the economy and the future and, consequently, the company's destiny. With the company's mission to actualize the national development goals, the ICT sector has exerted much effort to examine and analyze its organizational dimensions to implement redirections. Most companies have dedicated themselves to producing capabilities, and the business community needs skills. The ICT sector has implemented reengineering and culture modification after analyzing its ability to respond to the needs of a changing society. Through job analysis and aspirations toward organizational redirection, companies implemented reengineering techniques with the idea that corporate revamp leads to improving the organizations. There were instances when the cultural elements of the ICT sectors were examined to determine the extent to which culture modification had taken place. All of these measures taken by business organizations need to be evaluated.

### **1.1 Statement of the Problem**

This study aimed to determine the extent to which reengineering and culture modification were used among selected ICT sectors in the GCC countries to find out how these sectors respond to radical changes.

### **1.2 Objectives of the Study**

The following guide questions comprised the guidelines for conducting this investigation:

1. As perceived by the and, to what extent are the following reengineering techniques applied by the ICT sectors in selected GCC countries, in terms of:
  - 1.1. Definition of Change Objectives;
  - 1.2. Personal Commitment to Change
  - 1.3. Executive Consensus;
  - 1.4. Absolute Vigilance;
  - 1.5. Readiness to Abandon Old Methods; and
  - 1.6. Belief in the Change Process?
2. As perceived by the and, to what extent do the ICT sectors of selected GCC countries apply the following techniques of organization culture modification, such as:
  - 2.1. Change of Focus;
  - 2.2. Change in Handling Crisis;
  - 2.3. Change in Recruitment Systems;
  - 2.4. Change in Promotion Systems; and
  - 2.5. Change in Reward Systems?
3. Are there significant differences between the perceptions of the and regarding the extent to which the ICT sectors in the selected GCC countries apply the techniques of reengineering and organizational culture modification?
4. Based on the study's findings, how does the ICT sectors respond to radical changes?

### **1.3 Null Hypothesis**

No significant difference/s between the views of the managers and staff regarding the extent to which the ICT sectors apply the reengineering and culture modification as responses to radical changes.

### 1.4 Scope of the Study

The study involved the selected ICT sectors in the selected GCC

This study pertained to the techniques used by the ICT sectors to implement change in the institution. The first technique involved reengineering, consisting of the definition of change objectives, personal commitment to change, executive consensus, absolute vigilance, readiness to abandon old methods, and belief in the change process. The second technique involved culture modification, which consists of a change of focus, change in crisis handling, change in recruitment systems, change in promotion systems, and change in reward systems.

### 1.5 Conceptual Framework

This study had for its input the reengineering and organizational culture techniques practiced in the ICT sectors of the selected GCC countries.

Reengineering techniques consisted of defining change objectives, personal commitment to change, executive consensus, absolute vigilance, readiness to abandon old methods, and belief in the change process. The cultural modification involved a change of focus, a shift in crisis handling, a change in recruitment and promotion systems, and a change in reward systems.

The process involved the use of the descriptive-survey method of research. Researcher-made questionnaires were used as instruments of data collection. The questionnaires were formulated, subjected to a dry run, and finalized. The questionnaires were administered, and the responses were tallied. The data were processed, tabulated, presented, analyzed, and interpreted.

The output of this study is an investigation of ICT sectors' responses to radical changes.

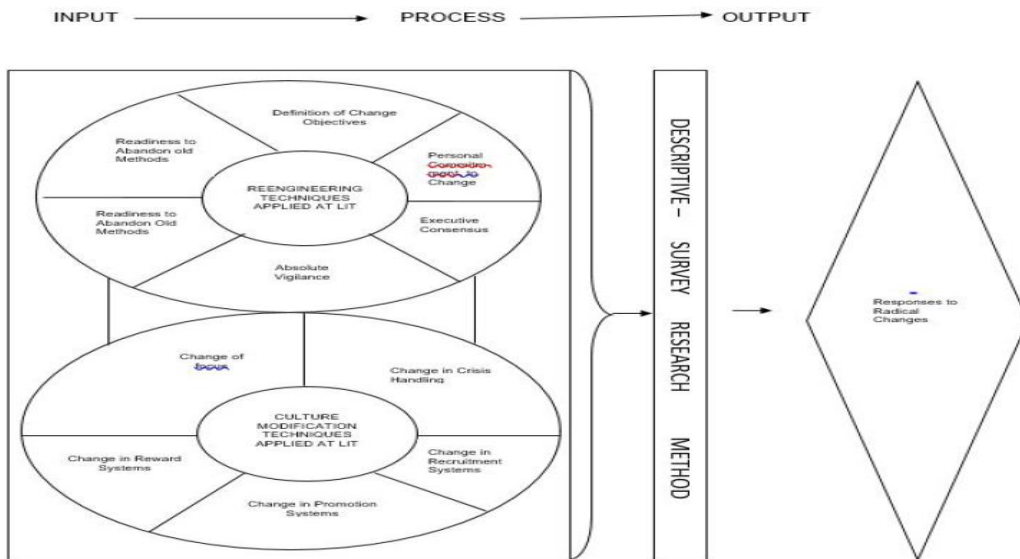


Figure 1: Conceptual Framework of the Study.

### 1.6 Theoretical Framework

This study was based on the principle advanced by Chin and Benne (in French, Bell, and Zawacki, 2014) that changes agents, initially focused on the application of behavioral

knowledge and the improvement of people technologies in business settings, must face the problem of using people technologies in planning, installing, and evaluating such changes in business practices. Thus, this study dealt with the application of reengineering, and culture modification techniques, as they were related to the institution's human resources.

This study is concerned with reengineering techniques. Under the reengineering process, employees must become part of and be trained in carrying out tasks. The first step of this process begins with top management's rethinking the organization's primary mission and deciding what business they are in and want to be in. Second, top management will play an active role in leading the process, thus ensuring overall cooperation from the personnel. Third, management will create a sense of urgency regarding the need for reengineering, thus ensuring their commitment and effort. Fourth, operations will be designed from the outside by first finding out what the client wants or needs and then creating the structure and teamwork for providing it. A final step will involve top-down and bottom-up initiatives so that support for the reengineering process will extend the length and breadth of the organization (Turban, 2013).

Culture modification consists of five phases. They are as follows: (1) establishing the rationale for change or the foundation for culture modification; (2) defining the change objectives or specifying what the organization wants or needs to have to successfully execute its strategies and achieve its long-term goals; (3) planning the means to achieve the objectives or conceptualizing how the goals may be attained; and (4) implementing the change plans through numerous meetings and conferences that emphasize the importance of the new culture; and (5) evaluating the changes by determining whether the intended effects of the change interventions are taking hold and determining how the content and conduct of the change programs can be made more effective as they are progressively implemented down the line (Gonzales, 2002).

## **2. Literature Review**

Fetais (2022) discussed that Information Technology is seen as a key facilitator of effective organizational redesign through process engineering. Others consider ICT to be an initiator of change. It is also evident that business reengineering and culture modification is often incorrectly considered to be a tool for downsizing organizations. Therefore, various organizational development concepts and theories have been created that focus on business processes needed to redesign organizations, including re-engineering and culture modifications.

### **2.1 Reengineering**

Bain (2023) defines business process reengineering as the radical redesign of business processes to make big changes in productivity, cycle times, quality, and the satisfaction of both employees and customers. Companies start by figuring out what needs to be done to provide value to customers.

Athuraliya (2022) mentioned that it is an approach used to improve organizational performance by increasing the efficiency and effectiveness of processes that exist across the organization. Re-engineering consists of different techniques namely: definition of change objectives; personal commitment to change; executive consensus; absolute vigilance; readiness to abandon old methods; and belief in the change process.

## **Change Objectives**

Goksoy (2012) explained that increased competition and globalization compels most organizations to become innovative and adopt change approaches. Business Process Reengineering is one of the most popular change management approaches that can bring incredible solutions to corporations. Process reengineering starts with a high-level assessment of the mission, strategy, and customer needs of the organization. Once the organization rethinks what it should be doing will be able to decide the best route to get there (Cflow2023).

## **Personal Commitment to Change**

Having a strong sense of personal commitment helps motivate individuals and teams to take charge of the reengineering process and work together to achieve success. Organizations can boost their performance and gain a competitive edge by using employees' dedication to the company to their advantage. Somiari (2022) et. al stressed that organizations that repositioned themselves to embrace the changing demographic dynamics, particularly in socio-economic context, would continue to thrive, while those that didn't will suffer the consequences.

## **Absolute Vigilance**

Absolute vigilance can be a potent reengineering tool since it facilitates progress tracking, quality control, risk management, stakeholder engagement, and continuous improvement. By exercising absolute attention throughout the reengineering process, companies can boost their chances of success and realize considerable performance enhancements. Nkurunziza (2019) emphasized that when visionary ideas are developed; the high performing institutional structures are maintained to ensure a well-defined and efficient work activity

## **Readiness to Abandon Old Methods**

Readiness to abandon old methods can be a potent reengineering strategy since it facilitates embracing change, stimulating creativity, and increasing efficiency, focusing on the customer, and driving continuous improvement. By adopting this mentality throughout the reengineering process, firms can achieve considerable performance improvements and maintain their market competitiveness. Riyadi (2023) confirmed that BRP leads to significant improvements, compared to the traditional labeling method

## **Belief in the Change Process**

Belief in the change process can be a potent instrument for reengineering, as it can create motivation, a good attitude, perseverance, effective communication, and teamwork. By fostering belief in the change process throughout the reengineering endeavor, businesses can boost their likelihood

## **2.2 Culture Modification**

Culture modification consists of different techniques namely: change of focus; change in recruitment systems; change in handling crisis; change in reward systems; change in promotion systems

### **Change of Focus**

Reengineering requires an organization to understand its structure and confirm that the vision was achieved. (Alhalalmeh, M.I., 2018). Due to the changing demands of customers, BPR prioritizes a customer-centric organizational approach with technology, process, and people (Lee, Sridhar, & Palmatier, 2015).

### **Change in Recruitment Systems**

In a fast-changing, complex, and diverse global world, firms must attract, develop, motivate, and retain talent. In a more complex market, SMEs are hiring the same trained workers as big firms. (L'Ecuyer & Pelletier, 2020). Bilgic says ERP and HRIS cover the entire recruiting process, from vacancy identification to candidate enrollment, without media interruptions. (2020).

### **Change in Handling Crisis**

Employees must perform well in complex situations such as crisis situations. Crisis standards are morally justified by curtailing individual freedoms. This requires prioritizing prognostic factors, maximizing benefits, and transparent contact with higher authorities. Crisis management used a continuum method and ethical framework to distribute limited resources. Significant events may require numerous frontline responses. (Bhaduri, R., 2019).

### **Change in Reward Systems**

Culture and organizational structure strongly impact business process reengineering choices, beliefs, and interests. Mumford and Rowley thought performance-based pay and promotion motivated society. Desired work extends hobbies, personality, and skills. Academics are inspired by longevity, work goals, age, and personal life. These issues impact job growth, advancement, and pay.

### **Change in Promotion Systems**

Gebretsadik (2014) stressed the necessity of paying workers and management for value creation rather than time on the job. Career moves are now more likely to be sideways than upwards and less tied to tenure.

## **3. Research Methodology**

### **Respondents of the Study**

The respondents of this study were the selected ICT sectors among GCC countries. The employees comprised 86.00 percent of the respondents of the survey.

### **Dry Run Procedures**

Since all of the questionnaires used in the study were researcher-made, the researcher conducted a dry run among the IT companies or a total of 20 respondents to establish the questionnaires' functionality as data instrument collection. The questionnaires were distributed among the respondents, who will be allowed to answer the questions at their own pace. Only the full-time employees of the different departments serving the organization for five years were included in the study.

### **Data Analysis**

The weighted mean of each item was determined. The following formula was applied:

$$\mu = \frac{\sum f\chi}{N}$$

Where:

$\mu$  = weighted mean

- $\Sigma$  = summation  
 $F$  = the number of responses under each scale  
 $X$  = the weight assigned to each scale  
 $N$  = number of respondents

In each item, the item average of the responses of the two groups was taken. However, it was not considered the basis for the interpretation of data. The null hypothesis was tested using the Fisher's t-test of differences between the means of the two groups of respondents.

### 3.1 Presentation, Analysis, and Interpretation of Data

#### I. Re-Engineering Techniques Applied at the ICT Sectors

The following tables present each re-engineering technique implemented at the selected ICT sector and the extent of its use as perceived by the ICT managers and staff.

##### A. Extent of Ict Sector to Use Re-engineering Techniques in Defining Change Objectives.

<b>Managers (1) and Staff (2) Definition of Change Objectives</b>				
Changing Change Objectives Used	$M_1$	Desc. Int.	$M_2$	Desc. Int.
Category Mean	3.79	Often use	4.14	Often use

From the staff revealed their perception that the administration occasionally took this course of action. The two groups of respondents differed in their perceptions in the sense that the managers ascribed to basing, in all cases, the change objectives on the current trend of globalization rather than localization. As far as the staff were concerned, the administration performed this course of action in half of the cases.

The respondents perceived the economic situation was the basis for formulating change objectives. This finding implied the managers concentrated more on the local problem than on the local scene in their change efforts.

It also revealed that the administration often based change objectives on the need to adjust to the team's changing needs. This finding denoted that, in most cases, the purposes for modifying the institution's practices were based on the changing needs of the staff. In turn, these needs were conditioned by the economic, social, and moral environment in which the staff lived.

The managers perceived that in the majority of cases, the company's capability to manage change was the basis for the formulation of change objectives. On the other hand, the staff perceived that the administration occasionally used this capability to formulate.

##### B. Extent of Ict Sector to Manifest Personal Commitment to Change.

<b>Managers (1) and Staff (2) Personal Commitment to Change</b>				
Behavior	$M_1$	Desc. Int.	$M_2$	Desc. Int.
Category Mean	3.60	Often use	4.42	Always use

The staff perceived that the various sectors of the institution were willing to lead in half of the cases. Thus, the staff noted that the industry needed more commitment and leadership to implement change. Occasionally, the various sectors implemented strategies for change. The staff indicated that the different sectors sometimes performed this course of action.

It denoted that occasionally, the staff was encouraged to adopt changes introduced by the different departments. The staff also revealed their perception that the various sectors of the institutions sometimes performed this course of action. While the managers perceived that the

sector performed this course of action in most cases, the staff perceived that these sectors of the institution completed this course of action in half the respondents.

The staff revealed their perception that the various sectors occasionally performed this course of action. The two groups of respondents differed in their perception of the extent to which the multiple sectors of the institution informed the staff of the benefits and desirability of changes taking place and convinced them of the benefits of these changes. The managers perceived that the various sectors performed this course of action in most cases.

The sectors encouraged others to adopt changes in the company's practices. The two groups of respondents differed in their perception of the extent to which the various sectors encouraged the adoption of changes in the company's procedures. The disparity in the responses of the two groups implied that managers needed to convince the staff of their sincerity in encouraging others to adopt change in the institution.

#### C. Extent of Ict Sector Use Executive Consensus through Teamwork in the Implementation of Change.

<b>Managers (1) and Staff (2) Use of Executive Consensus</b>				
Technique	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.
Category Mean	3.85	Often use	4.35	Always use

Subsequently, staff was encouraged to adopt changes because of their desirability. However, there needed to be more consensus among the managers regarding implementing the change.

The managers' agreement to the implementation of change processes was occasionally confirmed by the managers and staff. This finding revealed that in half of the cases, changes were implemented only when the managers had been informed of the modifications in the practices and when they had signified their agreement, duly confirmed, to the changes introduced in the institution.

Occasionally, the staff organization officers' agreement to implement change processes was confirmed. From this finding, it could be inferred that adequate information about company practice changes was disseminated before adopting modified practices.

The implementation of change processes was occasionally confirmed. From this finding, it could be inferred that the staff were informed of changes in the company's practices before implementation. Their agreement was sought, and modifications were subsequently introduced when they had confirmed their deal.

#### D. Extent of Ict Sector in Exercising Absolute Vigilance to Ensure the Implementation of Change in Order to Ensure a High Quality of Performance.

<b>Managers (1) and Staff (2) Absolute Vigilance</b>				
Practices	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.
Category Mean	3.75	Often use	4.35	Always use

The mean scores suggest that both managers and staff often use all six practices to ensure the implementation of change in the ICT sector.

The result indicated that staff have a slightly higher level of vigilance than managers do. The findings also highlight the importance of involving staff in the implementation of change and requiring self-evaluation of change processes to ensure compliance. Additionally, engaging an independent group to evaluate the implementation of change processes could be a useful practice to ensure accountability and effectiveness.



E. Extent of Ict Sector in Promoting Among the Various Sectors of the Institution the Readiness to Abandon Old Methods.

<b>Managers (1) and Staff (2) Readiness to Abandon Old Methods</b>				
Manner	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.
Category Mean	<b>3.63</b>	Often use	<b>4.05</b>	Often use

The mean scores suggest that both managers and staff often use the six components to promote the readiness of the various sectors in the institution to abandon old methods. This indicates that staff have a slightly higher level of readiness to abandon old methods than managers do. The findings suggest that creating a favorable climate for implementing change and emphasizing the advantages of change are the most effective ways to promote readiness.

F. Extent of Ict Sector in Instilling Among the Various Sectors Belief in the Change Process.

<b>Managers (1) and Staff (2) Beliefs in the Change Process</b>				
Actions	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.
Category Mean	3.30	Occ. use	4.34	Always use

The findings suggest that illustrating graphically to the various departments the advantages derived from the change process and explaining the need for change to maintain a high quality of operations are the most commonly used variable to instill belief in the change process.

## II. Culture Modification Techniques Applied at the ICT Sectors

The following tables present each culture modification technique implemented at the selected ICT sector and the extent of its use as perceived by the ICT managers and staff.

A. Extent of ICT Sector in Using Specific Technique to Promote Change of Focus in the Institution.

<b>Managers (1) and Staff (2) Technique in Changing Focus</b>				
Techniques	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.
Category Mean	3.55	Often use	4.20	Always use

Breaking down the techniques, the highest-rated component for both respondents is focusing on employee needs and focusing on employee services. This suggests that both respondents recognize the importance of investing in employee development and providing quality services to staff.

Generally, the results suggest that both managers and staff are proactive in changing focus and utilizing techniques that prioritize employee development, quality services, and improving organizational processes.

B. Extent of ICT Sector in Using Specific Technique to Promote Change in Crisis Handling.

<b>Managers (1) and Staff (2) Technique in Handling Crisis</b>				
Techniques	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.
Category Mean	3.46	Often use	4.09	Often use

Enlisting the help of all departments to handle major problems is the most commonly used technique, with a mean score of 3.75 for managers and 4.14 for staff, indicating that both groups frequently rely on collaboration and teamwork during crisis situations.

Overall, the data suggests that the ICT sector is proactive in using specific techniques to promote change in crisis handling, but there may be areas where they could improve their approach to crisis management.

## C. Extent of ICT Sector in Using Specific Technique to Implement Change in Recruitment Systems

<b>Managers (1) and Staff (2) Technique in Recruitment System</b>				
Techniques	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.
Category Mean	4.00	Often use	4.19	Often use

Based on the data presented, it appears that both managers and staff in the ICT sector use a variety of specific techniques to implement change in recruitment systems. It is interesting to note that while both groups often use the technique of "making a background check of all applicants," staff use this technique to a much greater extent than managers

To sum up, it appears that the use of specific techniques in recruitment systems is valued and utilized by both managers and staff in the ICT sector.

## D. Extent Of ICT Sector in Using Specific Technique to Implement Change in the Promotion Systems of the Institution.

<b>Managers (1) and Staff (2) Technique in Promotion System</b>				
Techniques	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.
Category Mean	3.35	Often use	4.17	Often use

Based on the information provided, it appears that both managers and staff often use techniques to implement changes in the promotion systems of their institution. The mean score for the category of techniques is 3.35 for managers and 4.17 for staff, indicating that both techniques are often used by both managers and staff.

Finally, it is worth noting that taking note of staff who are punctual and regular in the submission of requirements is also often used by both managers and staff, with a mean score of 3.75 respectively

## E. Extent of ICT Sector in Using Specific Technique to Implement Change in the Reward Systems of the Institution.

<b>Managers (1) and Staff (2) Technique in Reward System</b>				
Techniques	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.
Category Mean	3.50	Often use	3.91	Often use

Techniques that are often used by both groups include having a regular program of awards and recognition, announcing the criteria for rewards and recognition, and excluding seniority as a basis for awards and recognition.

However, there are slight differences in the extent of use of some techniques between the two groups. For instance, rewarding those who perform work over and above that which is required of them is occasionally used by managers with a mean of 3.00 but often used by staff with a mean of 4.07. Subjecting nominees for awards to background checks is often used by managers with a mean of 3.75 but slightly less often used by staff with a mean of 3.64.

Generally, ICT sector utilize utilizing these techniques to implement change in the reward systems of institutions, as they are often used by both managers and staff. However, further information would be needed to determine the specific extent of ICT sector involvement in implementing these techniques.

### III. Mean Comparison Between the Perceptions of the ICT Sectors and Staffs

The following table shows that overall mean difference between the ICT sectors and Staff perceptions regarding the extent of using re-engineering and culture modification techniques are applied in the ICT sectors.

Techniques	ICT sectors (1) and Staff (2) Technique				p-value
	M <sub>1</sub>	Desc. Int.	M <sub>2</sub>	Desc. Int.	
Extent of using re-engineering and culture modification techniques is applied in the ICT sectors	3.62	Often use	4.20	Often use	0.016

The null hypothesis states that there is a significant difference between the views of the ICT sectors and staff regarding the extent to which the ICT sectors apply reengineering and culture modification as responses to radical changes. Using the Fisher's t-test of differences between means, the derived t-test value of 2.18 and the test statistic value of 2.131 at a 0.05 level of significance suggest a significant difference between the perceptions of ICT sectors and staff on this aspect.

The t-test value of 2.18 indicates the difference between the means of the two groups, and the test statistic value of 2.131 measures the significance of that difference at a 0.05 level of energy. The calculated p-value of 0.016, the probability of obtaining the observed results by chance, is less than 0.05. We can therefore reject the null hypothesis and conclude that there is a significant difference between the views of ICT sectors and staff regarding the extent to which ICT sectors apply reengineering and culture modification as responses to radical changes.

Overall, this result indicates that the ICT sectors have different perceptions of reengineering and culture modification as responses to radical changes in the ICT sector compared to their staff. This difference may be due to ineffective communication and collaboration between ICT sectors and staff, as well as no clear and shared understanding of the importance of these strategies in managing change in the ICT sector.

#### 4. Based on the Findings of the Study, how may these Companies Manage Radical Change and Analyze its Responses?

Individuals and organizations may react differently to drastic changes brought about by reengineering and culture transformation. Furthermore, cultural impediments such as aversion to change or a lack of faith in the new management may impede change implementation. To respond to the radical changes, the following are suggested:

- Create a change management strategy that includes clear communication
- Train and support the staff
- Creating a culture that supports the changes reinforces new attitudes and behaviors.
- Involve staff in the change process and give the resources and assistance they need to adapt to the changes successfully.

### 5. Findings, Conclusions and Recommendations

#### 5.1 Findings

The study yielded findings that revealed that as viewed by the administrators and ICT sectors in the selected GCC countries, often used reengineering techniques in terms of the definition

of change objectives; personal commitment to change; executive consensus; absolute Vigilance; readiness to abandon old methods; and belief in the change process.

Regarding the culture modification techniques as viewed by the respondents, ICT sectors often used the change of focus; change in handling crises; change in recruitment systems; change in promotion systems; and change in reward systems.

The results of the statistical test showed that the hypothesis was rejected. This outcome revealed that there is a significant difference between the views of the administrators and s regarding the extent to which the ICT sectors apply reengineering and culture modification as responses to radical changes.

Among the responses to radical changes include creating a change management strategy that provides for clear communication, training, and support; creating a culture that promotes the changes and reinforces new attitudes and behaviors; and involving employees in the change process and giving the resources and assistance they need to adapt to the changes successfully.

## **5.2 Conclusion**

In the context of the findings of this study, the researchers conclude that use of reengineering and culture modification techniques are essential responses to radical change in the ICT sectors. They require leadership, effective communication, training, and ongoing evaluation to be successful.

## **5.3 Recommendations**

From the findings of the study, the following are the recommendations:

1. Disseminate adequate information about company practice changes before adopting modified practices
2. Provide good leadership and commitment to implementing change
3. Involve employees in the implementation of change and require self-evaluation of change processes to ensure compliance.
4. Creating a favorable climate for implementing change and emphasizing the most effective ways to promote readiness.
5. Illustrate graphically to the various departments the advantages derived from the change process and explain the need for change to maintain a high quality of operations
6. Recognize the importance of investing in employee development and providing quality services.
7. Rely on collaboration and teamwork during crisis situations
8. Establish good recruitment, rewards, and promotion system

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