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The Impact of Business Process Reengineering on the Quality of Institutional Performance (An Applied Study on Industrial Companies in the Eastern Province – Dammam)

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Abstract:

The study aimed to explore the impact of business process re-engineering on the quality of institutional performance in its two dimensions (operational efficiency, customer satisfaction) in industrial companies in the Eastern Province in Dammam. The study relied on the descriptive analytical approach by applying a questionnaire to (120) employees of industrial companies in the Eastern Province in Dammam. The study concluded that industrial companies in the Eastern Province in Dammam enjoy a high level of application of business process re-engineering; as these companies provide modern technological tools to facilitate the exchange of information, simplify administrative procedures, and enhance the culture of teamwork. These companies also enjoy a high level of institutional performance quality, as the operational efficiency dimension achieved a very high level. It was found that companies work to define responsibilities for employees, improve the productivity of administrative employees through their reliance on technology, and reduce the time required to complete administrative tasks. It also enhances customer satisfaction to a very high degree by improving administrative procedures and meeting customer needs. The results of this study confirmed a statistically significant impact of administrative process reengineering on the quality of institutional performance ($p > 0.05$, $B = 0.166$), a statistically significant impact of business process reengineering on the operational efficiency dimension ($p > 0.05$, $B = 0.176$), and a statistically significant impact of business process reengineering on the customer satisfaction dimension ($p > 0.05$, $B = 0.156$) in industrial companies in the Eastern Province, Dammam. The study recommended the need to provide financial support from senior management to enhance the implementation of process reengineering, which supports the success of changes.

Keywords: Business Process Re-engineering, Institutional Performance, Operational Efficiency, Customer Satisfaction, Industrial Companies, Dammam.

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أثر إعادة هندسة العمليات التجارية على جودة الأداء المؤسسي (دراسة تطبيقية على الشركات الصناعية في المنطقة الشرقية – الدمام)

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الملخص

هدفت الدراسة إلى استكشاف أثر إعادة هندسة العمليات الإدارية على جودة الأداء المؤسسي في بُعديه (الكفاءة التشغيلية، رضا العملاء) في الشركات الصناعية في المنطقة الشرقية بمدينة الدمام. واعتمدت الدراسة على المنهج الوصفي التحليلي من خلال تطبيق استبانة على (120) موظفًا من شركات صناعية في المنطقة الشرقية بالدمام. توصلت الدراسة إلى أن الشركات الصناعية في المنطقة الشرقية بالدمام تتمتع بمستوى عالٍ في تطبيق إعادة هندسة العمليات الإدارية؛ حيث توفر هذه الشركات أدوات تكنولوجية حديثة لتسهيل تبادل المعلومات، وتبسيط الإجراءات الإدارية، وتعزيز ثقافة العمل الجماعي. كما تتمتع هذه الشركات بمستوى عالٍ من جودة الأداء المؤسسي، إذ حقق بُعد الكفاءة التشغيلية مستوى مرتفعًا جدًا. وقد تبين أن الشركات تعمل على تحديد مسؤوليات الموظفين، وتحسين إنتاجية الموظفين الإداريين من خلال الاعتماد على التكنولوجيا، وتقليل الوقت اللازم لإنجاز المهام الإدارية. كما تعمل على تعزيز رضا العملاء بدرجة عالية جدًا من خلال تحسين الإجراءات الإدارية وتلبية احتياجات العملاء. وأكدت نتائج الدراسة وجود تأثير دال إحصائيًا لإعادة هندسة العمليات الإدارية على جودة الأداء المؤسسي ($p > 0.05, B = 0.166$)، وتأثير دال إحصائيًا لإعادة هندسة العمليات الإدارية على بُعد الكفاءة التشغيلية ($p > 0.05, B = 0.176$)، وتأثير دال إحصائيًا لإعادة هندسة العمليات الإداريةٍ على بُعد رضا العملاء ($p > 0.05, B = 0.156$) في الشركات الصناعية بالمنطقة الشرقية، الدمام. وأوصت الدراسة بضرورة توفير الدعم المالي من الإدارة العليا لتعزيز تطبيق إعادة هندسة العمليات الإدارية، بما يدعم نجاح التغييرات، وتوضيح أهداف إعادة هندسة العمليات بوضوح ودقة لجميع الموظفين لتجنب الغموض أو سوء الفهم، وتدريب الموظفين على مبادئ الإدارة الحديثة، وتشجيع استخدام التكنولوجيا والأنظمة الرقمية.

الكلمات المفتاحية: إعادة هندسة العمليات الإدارية، الأداء المؤسسي، الكفاءة التشغيلية، رضا العملاء، الشركات الصناعية، الدمام.

1. Introduction

During the second half of the twentieth century, the business sector witnessed the emergence of a new concept: business process reengineering (BPR). This concept can radically change the performance of organizations, thereby raising their efficiency. With the significant technological advancements of this era, interest in this concept has increased, because of the radical changes brought about by technology in leadership styles and administrative aspects. It is worth noting that this concept first appeared in the United States during the 1990s, and was initially applied in the private sector, then extended to the public sector (Al-Qurashi and Al-Salmi, 2023, p. 324).

Business process reengineering is a form of management that redesigns and improves organizations. This involves reconsidering traditional management methods and then working to raise their efficiency. It also involves reconsidering their administrative structure to define strategic objectives, reviewing their administrative processes, and then refining and developing them to achieve the best management model. The primary goal of BPR is to achieve a qualitative shift in performance, eliminate unnecessary procedures to improve workflow, and promote the effective use of advanced technologies, empowering the human element and contributing to the organization of the work environment. (Hidayatullah et al., 2024).

It is worth noting that the process of improving performance, acquisition, renewal, and development in various institutions, including industrial institutions, has become a basic condition for their survival. From this perspective, business process reengineering is the optimal method for keeping pace with the changes of the twenty-first century. It is a true revolution in the business world and a direct call to rethink the various processes, procedures, and activities offered by industrial organizations. This management approach contributes to providing realistic programs that improve performance levels and enable the organization to adapt to external changes, which may pose a challenge under traditional management methods (Al-Wahab, 2018, p. 200).

Enhancing the quality of institutional performance is one of the goals that organizations achieve through adopting modern development methods to enhance their performance. This is particularly evident considering the contemporary challenges and transformations it faces, such as rapid technological development, increasing global economic openness, and the spread of globalization, in addition to the growing awareness among customers of their need for high-quality services (Dawood, 2024, p. 1072) .

Within the framework of the Kingdom of Saudi Arabia's Vision 2030, the Kingdom seeks to build society and provide high-quality services to all citizens through advanced leadership and high-quality institutional performance, enhancing the Kingdom's position as part of its vision objectives. Therefore, the application of business process reengineering contributes to improving the quality of services provided and enhancing the performance of organizations and industrial companies, thereby achieving the goals sought by the Kingdom of Saudi Arabia recently. Therefore, the current research seeks to study the impact of business process reengineering on the quality of institutional performance by applying it to industrial companies in the Eastern Province, Dammam.

1.1. Research problem:

Despite the increasing adoption of business process re-engineering (BPR) in industrial companies, empirical evidence regarding its actual impact on institutional performance specifically operational efficiency and customer satisfaction remains limited within the context of industrial companies in the Eastern Province of Dammam. Although these companies utilize modern technological tools and restructure administrative procedures, the extent to which BPR contributes significantly to performance quality is still not fully understood. Moreover, the relatively low explanatory power of BPR in predicting performance outcomes (5–6%) raises questions about the magnitude and nature of its influence. Accordingly, the research problem centers on determining the actual impact and effectiveness of BPR practices on institutional performance dimensions in industrial companies in the Eastern Province, Dammam.

1.2. Research questions:

Based on the problem, the study seeks to answer the following questions:

- To what extent do industrial companies in the Eastern Province of Dammam implement business process re-engineering?
- What is the level of institutional performance quality operational efficiency and customer satisfaction in these companies?
- What is the impact of business process re-engineering on institutional performance quality in industrial companies in the Eastern Province of Dammam?
- What is the impact of business process re-engineering on operational efficiency in these companies?

- What is the impact of business process re-engineering on customer satisfaction in these companies?

1.3. Research objectives:

This study aims to achieve the following objectives:

- Identify the extent to which industrial companies in the Eastern Province of Dammam implement business process re-engineering.
- Assess the level of institutional performance quality, represented by operational efficiency and customer satisfaction.
- Examine the impact of business process re-engineering on overall institutional performance quality.
- Analyze the impact of business process re-engineering on operational efficiency.
- Evaluate the impact of business process re-engineering on customer satisfaction in industrial companies in the Eastern Province of Dammam.

1.4. Research importance:

The significance of this study is reflected in the following points:

The research provides empirical evidence on the role of BPR in enhancing performance in industrial companies, offering valuable insights for managers and policymakers in Saudi Arabia seeking to improve efficiency and customer satisfaction. By validating the relationship between BPR and institutional performance, the study enriches the existing literature and supports previous studies that confirm the positive influence of administrative process re-engineering.

The results of this study highlight areas where companies can strengthen their re-engineering efforts, such as technological integration, restructuring responsibilities, and refining administrative procedures, and enhancing performance in industrial companies contributes to broader economic goals in the Kingdom, particularly within the context of efficiency, quality, and customer-centered transformation.

1.5. Research hypotheses:

Based on the literature and empirical findings, the study tests the following hypotheses:

H1: Business process re-engineering has a statistically significant impact on the quality of institutional performance in industrial companies in the Eastern Province of Dammam.

H2: Business process re-engineering has a statistically significant impact on the operational efficiency of industrial companies in the Eastern Province of Dammam.

H3: Business process re-engineering has a statistically significant impact on customer satisfaction in industrial companies in the Eastern Province of Dammam.

2. Literature Review

2.1. Business Process Reengineering

Business process reengineering (BPR) is defined as a management approach that focuses on a radical rethinking and comprehensive redesign of organizational processes with the aim of achieving significant improvements in organizational performance in terms of efficiency, quality, cost, time, and service level (Saeed, 2016, p. 28). Hammer and Champy view this approach as a new perspective on operations management based on eliminating traditional processes and replacing them with innovative ones, while employing modern information technologies (Sherif, 2000, p. 8; Aliwa, 2002, p. 82). Hammer and Champy also explained that the essence of reengineering lies in starting from scratch rather than reforming the status quo, by adopting new approaches focused on meeting customer needs (Masadawi, 2013, p. 248; Ibrahim, 2012). In the same context, Dessler, Garry, and Daft considered it a radical redesign that contributes to substantial improvements in performance standards, while bringing about fundamental changes in organizational culture, structures, and information technology (Farajallah, 2019, p. 10).

In terms of origin, the concept of reengineering emerged in the early 1990s through Hammer and Champy's book "Reengineering Organizations," which established the widespread adoption of unconventional ideas in modern management (Al-Jarba, 2011, p. 11; Amr, 2018, p. 26). During the 1990s, this approach became a key tool in global organizations to confront rapid change. Its development was divided into two phases: the first (1991–1993) was characterized by the initial dissemination of ideas, and the second (1994–present) was characterized by the expansion of applications in the fields of business, services, and education (Al-Kanani, 2017, p. 148). Its importance lies in its focus on administrative processes rather than individual tasks, which enhances the creation of direct value for the end beneficiary through integrated work teams and a supportive organizational culture (Khalifi, 2021, p. 49).

The importance of business process reengineering is evident in its ability to increase employee efficiency, simplify work systems, and enhance operational flexibility. It also improves resource utilization and adopts effective methods that reduce waste and increase competitiveness (Al-Sarayrah, 2012, p. 41; Jarallah, 2017, p. 468). The literature has also shown that this approach contributes to significant improvements in quality, cost reduction, and accelerated completion, in addition to its ability to adapt to technological developments and changing business environments (Jarallah, 2017). The characteristics of business process reengineering include clear and measurable objectives, employee involvement in decision-making, reliance on teamwork, and redesigning work systems to focus on results and meeting customer needs. It also promotes continuous learning and employee growth (Amr, 2018, p. 33; Farajallah, 2019, p. 79). Successful implementation of reengineering requires a set of basic requirements, such as adopting comprehensive quality standards, supporting senior management, developing innovative work methods, focusing on processes rather than departments, developing work teams, and adopting well-thought-out scientific planning to reduce resistance to change and ensure sustainable results (Al-Lawzi, 2009, p. 273; Khalifi, 2021, p. 58).

The literature indicates that administrative reengineering is characterized by several essential elements, most notably fundamental and radical change aimed at reconsidering the core of the business rather than merely making superficial improvements. It also requires achieving substantive results by restructuring operations according to modern requirements, focusing on processes rather than structures, employing information technology as a central tool for change, and relying on inductive thinking that preempts the emergence of problems (Ibrahim, 2012, p. 238). This methodology is based on a set of principles, such as focusing on outputs, integrating duplicate processes, simplifying structures, delegating authority, abandoning traditional systems, and adopting decentralization and modern technologies, with an emphasis on developing the creative capabilities of employees (Haif, 2018; Ahmed, 2022, p. 447). The stages of administrative process reengineering do not follow a uniform model, but rather vary according to the nature of the organization and its resources. However, most studies have indicated five main stages: diagnosis and customer study to identify areas for change (Agha, 2007, p. 65; Ismail, 2016, p. 318), planning through mapping current processes and utilizing benchmarking (Al-Natsheh, 2009, p. 41), identifying necessary modifications in terms of reducing steps and costs and improving

quality (Al-Sir, 2008, p. 65), then redesigning processes using technology and innovation tools (Ismail, 2016, p. 320), and finally implementation and follow-up, including experimentation, retraining, and addressing resistance to change (Ahmed et al., 2011).

The literature also addresses three main dimensions of reengineering: the organizational dimension, which reshapes structures from vertical to horizontal while promoting decentralization (Ahmady et al., 2016; Khosravi, 2016; Jerab & Mabrouk, 2023; Lynch, 2015); the technological dimension, which focuses on the role of information systems and human resource technologies in increasing efficiency (Bhaskar, 2016; Jackson et al., 2018); and the human dimension, which is the primary driver of change by enhancing employee empowerment and emotional attachment to the organization (Abubakar & Palisuri, 2019; Ismail & Ghalayini, 2024). Studies have also shown that the success of reengineering depends on several factors, including training and skills development, employee participation in design and implementation, adopting horizontal structures, senior management support, linking incentives to performance, and modernizing information systems to enhance flexibility and competitiveness (Kalinina et al., 2020).

Previous literature indicates that business process reengineering faces several challenges, including human barriers, such as resistance to change, poor knowledge of the concept of business process reengineering, a lack of technical skills, and limited qualified personnel (Khalifi, 2021). Furthermore, there are also administrative barriers, such as complex procedures, weak commitment, and the influence of prevailing organizational values on limiting change (Abdulrahman, 2017). Furthermore, there are organizational barriers that limit its success, such as weak incentive systems, a refusal to embrace gradual change in organizational culture, and technical barriers such as a lack of data, outdated equipment, and limited use of information technology (Khalifi, 2021).

Limited financial resources are considered an obstacle to the implementation of business process reengineering (Khalifi, 2021). Information technology is a fundamental pillar for the success of business process reengineering, as it enables rapid transfer of information, reduces costs, and improves efficiency and productivity (Ryanto et al., 2020). Its role in this context differs from traditional models, as it enables the design of more flexible processes, simplified procedures, and improved communication between organizational levels. Its most prominent contributions include supporting decentralized decision-making, developing employee skills through remote

conferences and training, reducing costs by reducing duplicate activities, and eliminating paperwork in favor of electronic systems (Ismail and Ghalayini, 2024).

There are various explanatory theories behind business process reengineering; Firstly, it is founded on the general system theory, which considers the organization as an open system which will interrelate with its external environment via inputs, processes, outputs and feedbacks. This demands a process of applying modern mechanisms like reengineering so that the changes in the environment are adapted to (Hashem, 2011; Doudin, 2014; Al-Najjar, 2010; Arabian, 2008; Bouhafs, 2017). Another of the interpretive approaches is the structural approach, which primarily aims at redesigning organizational structures to suit organizational objectives and environmental changes. This includes decentralization, simplification of communications and establishment of new units thereby increasing flexibility and competitiveness (Mohammed, 2014; Al-Sharif, 2000; Qasim, 2009; Maher, 2001; Samir, 2013).

The technological approach emphasizes the vital role of modern technologies in reshaping work patterns and achieving institutional transformation, whether through improving the flow of information, enhancing compatibility between technology and human behavior, or rebuilding organizational structures to suit the requirements of the knowledge economy (Al-Barzanji, 2013; Muhammad, 2014; Al-Nasser, 2015; Faraj Allah, 2019).

2.2. Institutional Performance Quality

The concept of institutional performance quality is one of the fundamental pillars of modern management. Organizations seek to adopt it in response to technological transformations, globalization, and growing customer awareness of quality requirements. Institutional performance is viewed as an integrated framework that reflects an organization's ability to achieve its goals efficiently and effectively through the optimal use of its material and human resources (Daoud, 2024; Abdul Hadi, 2017). This concept is embodied in interconnected levels that include the performance of individuals within their organizational units, the performance of departments in implementing policies, and overall performance, which reflects the organization's ability to adapt to its environment and achieve its strategic goals (Al-Shammari, 2024).

Al-Hajjawi (2024) believes that the essence of institutional performance lies in the harmony between the organization's goals and needs through efficient management of human resources and

employee motivation to achieve tangible results. Faraj (2024) asserts that institutional performance represents a mechanism for balancing expected and actual results through continuous corrective actions.

Al-Mobaideen and Al-Adhaileh (2024) define it is a tool through which strategies are translated into practical steps to enhance efficiency and effectiveness. Similarly, Ebongkeng (2018) observes that it is a methodical process of ongoing growth through enhancement of both individual and group performance. Using these definitions, institutional performance may be considered as an organisation capacity to address its strategic goals in an effective and efficient manner within a system of balance between the individual, the organizational and the general level. The significance of institutional performance quality is associated with its role as the means of attaining innovation and excellence and satisfying the demands of beneficiaries and an indicator of the abilities and competencies of leaders and employees (Abdel Fattah, 2016; Salim, 2020; Kamel, 2024).

The primary fields of institutional performance are the effectiveness connected with the goal-achievement, efficiency connected with the resource's utilization adequacy, organizational and social connected with the internal structure and employee satisfaction, and sustainability, which is the capacity of an organization to survive and to marshal the required resources (Diab, 2021; Al-Mandhari, 2021). Abdul Salam (2024) adds other dimensions such as speed of performance, quality and accuracy of outputs, and their volume commensurate with employee capabilities.

Institutional performance is characterized by several essential characteristics, including continuity, participation in decision-making, mobilizing efforts toward goals, adopting modern management methods, investing in human capital, enhancing loyalty and belonging, and consolidating teamwork (Mustafa, 2025; Ali, 2022). To evaluate performance, organizations rely on various indicators, including effectiveness, efficiency, relevance, and sustainability, in addition to specialized indicators to measure service quality, productivity, and efficient resource utilization (Abdul Hadi, 2017; Al-Mandhari, 2022). Modern organizations focus on enhancing their ability to attract and maintain customer satisfaction, while also meeting shareholder expectations through improved outcomes and continuous innovation to achieve competitive leadership (Modell, 2019). Organizational excellence is demonstrated by an organization's ability to balance current performance requirements with future planning by efficiently managing resources in culturally

diverse environments (Ichsan et al., 2019). Achieving this excellence also requires clear formulation, establishing a culture of continuous improvement, and providing the necessary human and financial resources (Mondal et al., 2020).

The pillars that organizations use to improve their performance include innovation and creativity that allows the organizations to develop new products and services that accommodate the customer needs (Modell, 2019); effective leadership that can translate future goals into realistic practices that can improve efficiency and productivity (Mondal et al., 2020); and environmental, social, and technological changes that can make the organizations more competitive (Ichsan et al., 2019). Incorporating employee skills and encouraging employees to be innovative is also a major key to obtaining a balance between the individual and organizational objectives (Modell, 2019). It is supplemented by the orientation toward the attainment of sustainable outcomes, which will strengthen the reputation of the organization and satisfy the needs of stakeholders thanks to the developed system of integrated planning and monitoring (Amam et al., 2020).

Institutional performance assessment, as a type of evaluation, is a management tool that allows measuring the compliance of organizations with quality standards and the attainment of a balance between goals and vision (Mondal et al., 2020). This comprises many dimensions, among the most prominent of them being goal and direction definition through the formulation of a clear vision, mission and strategic objectives (Amam et al., 2020); planning and periodic review to identify and address inefficiencies (Mondal et al., 2020); organizing and controlling allocation of responsibilities and defining roles in order to implement unified actions (Ichsan et al., 2019). The assessment also incorporates such criteria as integrity by adhering to fairness and transparency (Kim et al., 2022), inclusiveness by embracing the integration of the various functional categories, as well as supporting diversity (Modell, 2019), and finally the effectiveness of the programs and approaches in ensuring that policies and activities are aligned to what is really needed and produce a lasting impact (Mondal et al., 2020).

3. Methodology:

3.1. Research Design:

The descriptive analytical approach was used to identify the extent to which industrial companies in the Eastern Province of Dammam adopted the concepts of business process re-engineering,

and the level of institutional performance quality, in addition to examining the impact of applying business process re-engineering on the quality of institutional performance in terms of (operational efficiency, customer satisfaction) within industrial companies in the Eastern Province of Dammam.

3.2. Research Sample:

By analyzing the data in Table 1 regarding the characteristics of the research sample, it becomes clear that the sample consists of (125) employees in industrial companies in the Eastern Province of Dammam, Kingdom of Saudi Arabia, who were randomly selected to be more representative of the original community. The number of male participants was (100) participants, representing (80%), while the percentage of females was (20%), with a total of 25 females. We also find that most of the participants were over 45 years old, representing (34.4%), followed by individuals aged (36-45 years) representing (31.2%). The percentage of individuals holding an intermediate certificate was (9.6%), representing (9) individuals, and the percentage of those holding a university degree was (68.8%), representing (86) participants, which is the largest percentage of the total sample size. The percentage of individuals holding a master's or doctoral degree was (21.6%). Regarding the level of experience, the percentage of individuals with less than 5 years of experience reached (19.2%), and the percentage of individuals with (5:10 years of experience) reached (16.8%), while the largest percentage was for individuals with more than 10 years of experience, reaching (64%). Regarding the job grade, (84%) were employees, (14.4%) had the rank of manager, and (1.6%) represented senior management.

Table 1. Demographic Characteristics of the Sample Participants

Characteristics		n (125)	%
Gender	*Male*	100	80
	Female	25	20
Age	*Under 25 years old*	16	12.8
	25:35 years old	27	21.6
	36:45 years old	39	31.2
	Over 45 years old	43	34.4

	diploma	12	9.6
Education Level	*Bachelor's degree*	86	68.8
	Master / PHD	27	21.6
	Single	33	26.4
Marital Status	*Married*	88	70.4
	Divorced	3	2.4
	Widowed	1	0.8
	Less than 5 years	24	19.2
Experience	*5-10 years*	21	16.8
	Over 10 years	80	64
	Employee	105	84
Job Title	*Manager*	18	14.4
	Senior Management	2	1.6
Did you take training courses in	*Yes*	68	54.4
modern management methods?	*No*	57	45.6
Total		125	100%

3.2. Data Collection and Analysis

The study relied on a questionnaire as a data collection tool, which consisted of two main sections. The first section covered demographic data related to the study sample, including (gender, age, educational level, marital status, years of experience, and job grade). The second section addressed the basic items of the questionnaire, which consisted of five main axes. The total number of items in the questionnaire was (47), and they were answered according to a five-point Likert scale (strongly agree - agree - neutral - disagree - strongly disagree). The score was assigned in the same order for the response (5 - 4 - 3 - 2 - 1). The questionnaire axes included: The first axis: related to the variable of administrative process reengineering, which consisted of (11) items. The second axis related to measuring the quality of institutional performance in terms of (operational efficiency and customer satisfaction). This axis then consisted of two main dimensions: the first dimension relates to measuring operational efficiency, and the second dimension relates to measuring customer satisfaction, and both dimensions consist of (6) items.

To ensure that the tool had an acceptable level of validity, Pearson's correlation coefficient was used to verify internal consistency by calculating the degree of correlation of each item with the total score of the axis to which it belongs, Table 2.

The reliability of the tool was verified using Cronbach's alpha coefficient. The reliability coefficient for the first axis was 0.95, for the second axis it was 0.94, and the reliability coefficient for the entire questionnaire was 0.93. These results indicate that the questionnaire has a high level of reliability and can therefore be relied upon for measurement and generalization, Table 3.

After collecting data from the study sample, SPSS-V.25 was used to analyze the collected data. Means, standard deviations, and regression coefficients were used to verify the study's hypotheses.

Table 2. Instrument Validity

Axis 1		**Axis** 2	
N	***r***	***N***	***r***
1	0.77**	1	0.79**
2	0.82**	2	0.73**
3	0.83**	3	0.76**
4	0.80**	4	0.86**
5	0.84**	5	0.78**
6	0.83**	6	0.80**
7	0.71**	7	0.73**
8	0.81**	8	0.73**
9	0.82**	9	0.78**
10	0.76**	10	0.87**
11	0.79**	11	0.77**
		12	0.81**

Note: All correlations were significant at $p < 0.01$, indicating that the instrument has high internal consistency.

Table 3. Reliability Coefficients (Cronbach's Alpha)

Construct	**Items**	**Cronbach's α**
Business Process Reengineering	11	0.95

Institutional Performance Quality	12	0.94
Overall	23	0.93

Note: All α values exceed the recommended threshold of 0.70, indicating high internal reliability.

4. Results:

4.1. Descriptive analysis:

To measure the availability of the business process reengineering variable within industrial companies in the Eastern Province of Dammam, descriptive analyses (arithmetic mean and standard deviation) were conducted. The results showed that the availability of business process reengineering was high (mean = 3.82, standard deviation = 1.024), Table 4.

The results showed that the reality of the quality of institutional performance in its two dimensions within industrial companies in the Eastern Province of Dammam was high. The first dimension (operational efficiency) scored very high (M = 4.30, SD = 0.583). Item (5), which stated, "Accurately defining responsibilities after reengineering reduces redundancy and duplication of tasks," ranked first, scoring very high with an arithmetic mean of 4.46 and a standard deviation of 0.616. Item (4), which stated, "The application of technology within reengineering improves the productivity of administrative staff," also scored high. It ranked second with a very high level, with an arithmetic mean of 4.34 and a standard deviation of 0.695. Item (1), which stated, "Implementing business process reengineering contributes to reducing the time required to complete administrative tasks," ranked third with a very high level, with an arithmetic mean of 4.33 and a standard deviation of 0.645, Table 5.

The second dimension of institutional performance quality (customer satisfaction) also scored very high (M = 4.39, SD = 0.544). Item (1), which stated, "Improving administrative procedures contributes to reducing the number of customer complaints," ranked first, with a very high level, with an arithmetic mean of 4.50 and a standard deviation of 0.577. Item (3), which stated, "Implementing business process reengineering achieves greater flexibility in meeting various customer needs," ranked second with a very high level, with an arithmetic mean of 4.42 and a standard deviation of 0.651. Item (5), which stated, “The application of business process reengineering helps accelerate the provision of services to customers,” came in third place with a very high level, a mean of (4.40) and a standard deviation of (0.648), Table 6.

Table 4. Descriptive Results of Business Process Reengineering

	Item	Mean	S. D	Level	Rank
1	The company adopts a clear strategic plan that includes a clear redesign of administrative processes to improve its performance.	3.96	.884	high	4
2	The company employs advanced planning mechanisms to facilitate administrative processes in line with modern developments.	3.93	.993	high	6
3	The company's senior management applies the latest administrative methods to improve its performance.	3.82	.984	high	9
4	Administrative procedures are streamlined to improve the speed and efficiency of service delivery.	3.99	1.066	high	2
5	The company continuously updates organizational structures in line with the redistribution of roles and functions.	3.78	1.038	high	11
6	The company promotes a culture of cooperation and teamwork to achieve the required quality and efficiency.	3.97	.975	high	3
7	The company is working to change the traditional organizational culture to support change and a radical transformation in work methods.	3.90	.905	high	8
8	The company is redistributing responsibilities in line with modern developments in administrative processes.	3.94	.840	high	5
9	The company is updating administrative policies and procedures to align with modern administrative practices.	3.92	.885	high	7
10	The company provides modern technological tools to facilitate the exchange of information and the completion of administrative tasks with the required speed and accuracy.	4.02	1.028	high	1

11	The company implements training and qualification programs for employees in preparation for changes in administrative processes.	3.82	1.024	high	10
	Overall Axis	**3.82**	**1.024**	**High**	

Table 6. Descriptive Results of institutional performance quality in terms of operational efficiency

	Item	Mean	S. D	Level	Rank
1	Implementing business process reengineering reduces the time required to complete administrative tasks.	4.33	.645	very high	3
2	Redesigning business processes reduces operational costs associated with management.	4.16	.766	high	6
3	Redesigning business processes enables faster and more accurate management decisions.	4.22	.781	very high	5
4	Applying technology within business process reengineering improves the productivity of administrative staff.	4.34	.695	very high	2
5	Precisely defining responsibilities after reengineering reduces duplication and redundancy.	4.46	.616	very high	1
6	Management reengineering helps reallocate administrative resources, making the most of available resources.	4.30	.696	very high	4
	Overall dimension	**3.38**	**0.491**	**very high**	

Table 7. Descriptive Results of institutional performance quality in terms of customer satisfaction

	Dimension	Mean	S. D	Level	Rank
1	Improving administrative procedures contributes to reducing the number of customer complaints.	4.50	.577	very high	1

2	The technology used in reengineering helps improve the customer experience when interacting with the company.	4.35	.651	very high	5
3	Reengineering enables greater flexibility in meeting diverse customer needs.	4.42	.651	very high	2
4	Process redesign reduces errors in customer service.	4.28	.714	very high	6
5	Process reengineering helps speed up customer service delivery.	4.40	.648	very high	3
6	The administrative changes resulting from reengineering contribute to improving product quality and meeting customer expectations.	4.38	.657	very high	4
	Overall dimension	**4.39**	**0.544**	**very high**	

4.2. Deductive analysis:

To test the impact of business process reengineering on the quality of institutional performance of industrial companies in the Eastern Province of Dammam, a simple regression analysis was used. The analysis revealed a significant impact of the independent variable (business process reengineering) on the dependent variable (institutional performance quality), as the regression coefficient value (B = 0.166), the correlation coefficient value (R = 0.24), and the value of (F = 7.73) at the significance level (0.006), which is a significant value less than (0.05). The value of (R^2) was (0.059), which indicates that business process reengineering explains about (5.9%) of the quality of institutional performance, which is a small percentage, but it was significant at the significance level (0.006), which is a value less than (0.05). The value of beta was (0.243) and the value of (t) was (2.78) at the significance level (0.006), which is a significant value. This indicates that business process reengineering has a significant impact on the quality of corporate performance in industrial companies in the Eastern Province, in Dammam, Table 8.

The impact of business process reengineering on the operational efficiency dimension was measured. The analysis revealed a significant impact of the independent variable (business process reengineering) on the first dimension of the dependent variable (operational efficiency). The regression coefficient value (B = 0.176), the correlation coefficient value (R = 0.23), and the F

value (F = 7.181) were at a significance level of 0.008, which is a significant value less than 0.05. The R^2 value was 0.055, indicating that business process reengineering explains approximately 5.5% of the operational efficiency of institutional performance quality. This is a small percentage, but it was significant at a significance level of 0.008, which is less than 0.05. The beta value was 0.235, and the t value was 2.680 at a significance level of 0.008, which is a significant value. This indicates that business process re-engineering has a significant impact on the quality of institutional performance in terms of operational efficiency in industrial companies in the Eastern Province in Dammam, Table 9.

The impact of business process reengineering on customer satisfaction was measured. The analysis revealed a significant impact of the independent variable (business process reengineering) on the first dimension of the dependent variable (customer satisfaction). The regression coefficient value (B = 0.156), the correlation coefficient value (R = 0.22), and the value (F = 6.44) were at the significance level of 0.01, which is a significant value less than 0.05. The R^2 value was 0.05, indicating that business process reengineering explains approximately 5% of customer satisfaction related to the quality of corporate performance. This is a small percentage, but it was significant at the significance level of 0.01, which is less than 0.05. The beta value was 0.223 and the t-value was 2.539 at the significance level of 0.01, which is a significant value. This indicates that business process reengineering has a significant impact on the quality of corporate performance in terms of customer satisfaction in industrial companies in the Eastern Province, Dammam, Table 10.

Table 8. Effect of business process reengineering on the quality of institutional performance.

R	R^2	Adjusted R Square	F	Sig
0.24	0.059	0.052	7.73	0.006

	B	SE	β	T	Sig
Quality of institutional performance	0.166	0.06	0.243	2.78	0.006

Table 9. Effect of business process reengineering on operational efficiency.

R	R^2	Adjusted R Square	F	Sig
0.23	0.055	0.047	7.181	0.008

Operational Efficiency	**B**	**SE**	**β**	**T**	**Sig**
	0.176	0.006	0.235	2.680	0.008

Table 10. Effect of business process reengineering on customer satisfaction.

R	**R^2**	**Adjusted R Square**	**F**	**Sig**
0.22	0.05	0.04	6.44	0.01

Customer Satisfaction	**B**	**SE**	**β**	**T**	**Sig**
	0.156	0.062	0.223	2.539	0.01

5. Discussion:

The results showed that industrial companies in the Eastern Province, Dammam, are adopting a high level of administrative process engineering. They provide modern technological tools to facilitate information exchange and complete administrative tasks with the required speed and accuracy. They also work to simplify administrative procedures to improve the speed and efficiency of service delivery and foster a culture of cooperation and teamwork to achieve the desired quality and efficiency. They also adopt a clear strategic plan that includes a clear redesign of administrative processes to improve performance. They work to redistribute responsibilities in line with recent developments in administrative processes, and they implement advanced planning mechanisms to facilitate administrative processes in line with recent developments.

The results also indicated that process engineering contributes to enhancing the quality of corporate performance in terms of customer satisfaction to a very high degree, as it contributes to reducing the number of customer complaints through its ability to improve administrative procedures. Process reengineering also helps achieve greater flexibility, thus meeting the needs of diverse customers. It also helps companies accelerate the process of providing services to customers. The administrative changes resulting from its implementation contribute to enhancing product quality and meeting customer expectations. The technology used in reengineering improves the customer experience when communicating with the company, as well as its ability to reduce service errors. The results of this study confirmed that there is a statistically significant impact of administrative process re-engineering on the quality of institutional performance in industrial companies in the Eastern Province, Dammam.

The value of (B) reached (0.166) at a significance level of (0.006), which is a significant value less than (0.05). There is a statistically significant impact of administrative process re-engineering on the first dimension of institutional performance quality (operational efficiency) in industrial companies in the Eastern Province, Dammam. The value of (B) reached (0.176) at a significance level of (0.008), which is a significant value less than (0.05). There is a statistically significant impact of administrative process re-engineering on the first dimension of institutional performance quality (customer satisfaction) in industrial companies in the Eastern Province, Dammam. The value of (B) reached (0.156) at a significance level of (0.01), which is a significant value less than (0.05). This is consistent with the study (Al-Qurashi and Al-Salami, 2022) that there is a statistically significant impact of administrative process re-engineering on institutional performance. As well as the study of (Tuama & Alqhiwi, 2014), (Al-Lami & Kazem, 2016), (Ali, 2018), (Al-Hatani & Al-Ashoul, 2025), which indicated the existence of a correlation between the re-engineering of administrative processes and the quality of institutional performance.

6. Conclusion

The study concluded that industrial companies in the Eastern Province, Dammam, enjoy a high level of implementation of business process reengineering. These companies provide modern technological tools to facilitate information exchange and complete administrative tasks with the required speed and accuracy. The study also confirmed that these companies enjoy a high level of corporate performance quality, as they work to reduce task duplication by defining responsibilities. They also improve the productivity of administrative staff through their reliance on technology and reduce the time required to complete administrative tasks. They also work to enhance customer satisfaction by reducing the number of customer complaints through their ability to improve administrative procedures and meet the needs of diverse customers.

The results of this study confirmed a statistically significant effect of business process reengineering on the quality of corporate performance in industrial companies in the Eastern Province, Dammam. There is a statistically significant effect of business process reengineering on the first dimension of corporate performance quality (operational efficiency) in industrial companies in the Eastern Province, Dammam. There is also a statistically significant effect of business process reengineering on the second dimension of corporate performance quality (customer satisfaction) in industrial companies in the Eastern Province, Dammam.

Therefore, the current study recommends providing financial support from senior management to enhance the implementation of process engineering, which supports the success of changes. It also recommends clearly and specifically clarifying the objectives of process engineering to all employees to avoid ambiguity or misunderstanding. It also recommends training employees on modern management principles and encouraging the use of technology and digital systems.

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