

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/324527274>

INTRAPRENEURSHIP IN TRAVEL BUSINESS: REENGINEERING BUSINESS FOR ORGANIZATIONAL PERFORMANCE

Article · August 2015

CITATIONS

5

READS

172

1 author:



[Herminawaty Abubakar](#)

Bosowa University

35 PUBLICATIONS 222 CITATIONS

SEE PROFILE

Some of the authors of this publication are also working on these related projects:



Intrapreneurship in Travel Business [View project](#)



Postgraduate Research Scheme [View project](#)

Vol 4 Issue 11 Aug 2015

ISSN No : 2249-894X

*Monthly Multidisciplinary
Research Journal*

*Review Of
Research Journal*

Chief Editors

Ashok Yakkaldevi
A R Burla College, India

Flávio de São Pedro Filho
Federal University of Rondonia, Brazil

Ecaterina Patrascu
Spiru Haret University, Bucharest

Kamani Perera
Regional Centre For Strategic Studies,
Sri Lanka

Welcome to Review Of Research

RNI MAHMUL/2011/38595

ISSN No.2249-894X

Review Of Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial Board readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

Advisory Board

Flávio de São Pedro Filho Federal University of Rondonia, Brazil	Delia Serbescu Spiru Haret University, Bucharest, Romania	Mabel Miao Center for China and Globalization, China
Kamani Perera Regional Centre For Strategic Studies, Sri Lanka	Xiaohua Yang University of San Francisco, San Francisco	Ruth Wolf University Walla, Israel
Ecaterina Patrascu Spiru Haret University, Bucharest	Karina Xavier Massachusetts Institute of Technology (MIT), USA	Jie Hao University of Sydney, Australia
Fabricio Moraes de Almeida Federal University of Rondonia, Brazil	May Hongmei Gao Kennesaw State University, USA	Pei-Shan Kao Andrea University of Essex, United Kingdom
Anna Maria Constantinovici AL. I. Cuza University, Romania	Marc Fetscherin Rollins College, USA	Loredana Bosca Spiru Haret University, Romania
Romona Mihaila Spiru Haret University, Romania	Liu Chen Beijing Foreign Studies University, China	Ilie Pinte Spiru Haret University, Romania
Mahdi Moharrampour Islamic Azad University buinzahra Branch, Qazvin, Iran	Nimita Khanna Director, Isara Institute of Management, New Delhi	Govind P. Shinde Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai
Titus Pop PhD, Partium Christian University, Oradea, Romania	Salve R. N. Department of Sociology, Shivaji University, Kolhapur	Sonal Singh Vikram University, Ujjain
J. K. VIJAYAKUMAR King Abdullah University of Science & Technology, Saudi Arabia.	P. Malyadri Government Degree College, Tandur, A.P.	Jayashree Patil-Dake MBA Department of Badruka College Commerce and Arts Post Graduate Centre (BCCAPGC), Kachiguda, Hyderabad
George - Calin SERITAN Postdoctoral Researcher Faculty of Philosophy and Socio-Political Sciences Al. I. Cuza University, Iasi	S. D. Sindkhedkar PSGVP Mandal's Arts, Science and Commerce College, Shahada [M.S.]	Maj. Dr. S. Bakhtiar Choudhary Director, Hyderabad AP India.
REZA KAFIPOUR Shiraz University of Medical Sciences Shiraz, Iran	Anurag Misra DBS College, Kanpur	AR. SARAVANAKUMARALAGAPPA UNIVERSITY, KARAIKUDI, TN
Rajendra Shendge Director, B.C.U.D. Solapur University, Solapur	C. D. Balaji Panimalar Engineering College, Chennai	V.MAHALAKSHMI Dean, Panimalar Engineering College
	Bhavana vivek patole PhD, Elphinstone college mumbai-32	S.KANNAN Ph.D , Annamalai University
	Awadhesh Kumar Shirotriya Secretary, Play India Play (Trust), Meerut (U.P.)	Kanwar Dinesh Singh Dept.English, Government Postgraduate College , solan

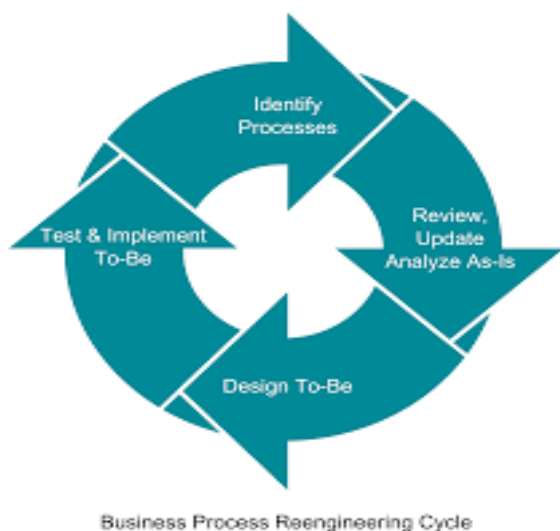
More.....

**Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India
Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.ror.isrj.org**

INTRAPRENEURSHIP IN TRAVEL BUSINESS: REENGINEERING BUSINESS FOR ORGANIZATIONAL PERFORMANCE



Seri Suriani¹, Herminawaty Abubakar² and Haeruddin Saleh³
^{1,2,3} University Bosowa 45 of Makassar - Indonesia.



ABSTRACT

This article examines the relationship of leader perception of business entrepreneurship in their organizations and important change and performance outcomes. A model is presented in which business entrepreneurship and reengineering predicts business organizational performance. Results from this studies (N = 110) confirm that a model linking intrapreneurship and business process reengineering to organizational performance was supported. Findings are discussed in light of travel business attempts to maximizing benefits of intrapreneurship and financial management.

KEYWORDS : *Business process reengineering, financial management, Intrapreneurship, organizational performance, travel business.*

INTRODUCTION :

Innovation issue is growing up between workers dealing with the competitive climate demanding innovation and high capability to confront with environmental change. At the same time, innovation also incurs great risks for the business if it fails to find the right target. It becomes a dilemma faced by a transformational leader (Malakyan, 2014).

Innovation relates closely to concept of entrepreneurship (Kotnour et al., 2014). Concept of entrepreneurship constitutes the first concept that was born in domain of economy in 1723 in France (Navale, 2013). Since then, he distinguishes individual by special capability that is capable of making good planning, adapting to environment that changes continuously, and getting to know self strength and weakness (Driessen and Zwart, 2010).

Entrepreneurs group is a big group in economic power existing in a state in addition to the state itself and family business (Cascino et al., 2010). It is enough to be a motive on why entrepreneurship shall be fertilized and grown up in community. However, it is still questionable if entrepreneurship will ensure organizational performance. Study on the field of entrepreneurship began to flourish since 1988 (Davidsson et al., 2001). Literary review to Newbert's study (2007) found that there are 12 studies that relate between entrepreneurship (either as resources or capability) and performance, and it is only a half of them (50%) found significant relationship. Many other factors may

interfere in affecting organizational performance. This other factor may be strategic human resource management practice and innovation strategy (Wang and Zang, 2005).

Characteristic factor of the changes can contribute due to its strategic nature in managing the existing entrepreneurship. However, attention to the effort on comprehending collective consequence of business entrepreneurship and business changes still gets small portion. Therefore, we propose a statement that the entrepreneurship shall be backed up by business process reengineering in purpose to produce organizational performance. We suppose that entrepreneurship will not be enough without the presence of radical change in organization to promote performance.

One of the radical changes in organization relating closely to financial management is business process reengineering (BPR) (Yee-Melichar et al., 2010). Reengineering can be implementation of financial information system, such as Regional Management Information System, aiming to cut down the time to prepare financial report, or implementation of new management accounting system that is capable of managing all costs in organization (Sottini, 2009). The objective of business process reengineering in this financial management context is to produce on time and accurate financial report feedback for decision maker in organization (Jiang et al., 2012). The reengineering constitutes financial management step because it cuts down cost in addition to improving quality and productivity (Jones and McCaffery, 2008). Hence, according to Debela and Hagos (2011), BPR affects empowerment; one of them is financial management empowerment. The effect does not exist at once, but it has other factors that assist BPR in the effort of improving empowerment. BPR has been proposed to be one of efforts to improve performance in travel business (Schallert, 2006).

Description above depicts the presence of possibility that entrepreneurship and BPR have an important role to improve organizational performance. We will start from constructive definition of entrepreneurship and business process reengineering.

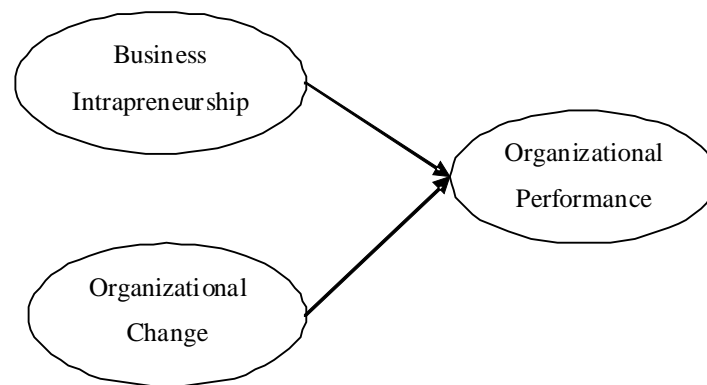


Figure 1 Theoretical Framework and Hypothetical Model

2. BUSINESS ENTREPRENEURSHIP

Widely known definition of entrepreneurship is "the process of creating value by taking along resource's own packet to exploit opportunity" (Morris and Jones, 1993). Accordingly, it can establish three types of entrepreneurship: entrepreneurship, intrapreneurship and corporate entrepreneurship. Entrepreneurship is frequently connected to new business establishment context. In the existing business context, entrepreneurship grows up in intrapreneurship concept (Antoncic and Hisrich, 2001). Corporate entrepreneurship is somewhat leaning to collective context than individual, and it is considered as a subset of intrapreneurship.

Concerning on the risks quantity involved, it is said that intrapreneurship is less risky than entrepreneurship. Technically, intrapreneur exists within a structure that allow him to be active in making innovation faster and he is also motivated more by resources, especially knowledge, to overcome his business. Hence, it is expected that there shall be any more significant relationship between intrapreneurship and performance. Some studies have found this matter (Lotz and van der Merwe, 2013; Antoncic and Hisrich, 2001). Çoban and Güle (2011), for example, found that there is significant relationship between intrapreneurship and competitive advantage. Even so, Bosma et al. (2011) warns that intrapreneur tends to resign from the company he joins with to establish his own business. This tendency can affect negatively company's performance. Still, the role of employee satisfaction has a great portion that it is able to direct intrapreneurship to be beneficial course for the organization (Zadram et al., 2014). Hence, the hypotheses will be

Hypothesis 1: Business entrepreneurship will affect positively company's performance.

3. BUSINESS PROCESS REENGINEERING (BPR)

One of changes in organization is business process reengineering (BPR). BPR is defined as "rethinking fundamentally and redesigning business process radically to produce dramatic repair in organizational performance" (Budiono and Loice, 2012). BPR also belongs to kinds of change management since the process also involves human component (Sottini, 2009).

As a strategic management process, BPR can be provided with a framework based of Content, Context, Process or CCP (Arviansyah et al., 2014). Below are three components of BPR framework.

Content.Content is description, selection, and justification on particular strategy (Okumus et al., 2015: 195). Content of BPR constitutes component of what will be reengineered from the current existing business process. Transformational leadership shall give description, selection and justification on the reengineering strategy he will do carefully. Entrepreneurship can participate in the effort of capability improvement to produce right content for the planned BPR.

Context.Context is an environment where strategy is developed and implemented (Okumus et al., 2015). BPR can be carried out if the context truly demands a change. It requires effort aiming at careful environmental scanning and transformational leader's capability in observing the opportunities that demand BPR. Purposely, BPR has the most supporting and necessary context.

Process.Process means strategic development and implementation in internal and external context (Okumus et al., 2010: 195). BPR is long comprehensive and radical process that requires continuous commitment and motivation of the managing agents. Process is provided by transformative leadership and it is supported by good entrepreneurship.

Entrepreneurship is characterized by presence of creative destruction process, i.e. ongoing replacement or destruction of the elder product or former methods of production with the new ones (Barringer and Bluedorn, 1999). Without this process, entrepreneurship will only be potential, but it will not give any significant effect on the organization. Hence, the hypotheses will be:

Hypothesis 2: BPR affects significantly organizational performance.

4. RESEARCH METHODOLOGY

4.1. Sample and Procedure

Survey is distributed to 148 travel business existing in Makassar City. A number of 110 surveys are given back to us, then response rate reaches 74.3%. Characteristic of the sample are: business years

(4.5% is less than 1 year, 9.1% is 1–2 years, 21.8% is 2–3 years, 24.5% is 3–4 years, and 40% is more than 5 years), educational background (43.6% is graduated from senior high school and the other 56.4% has bachelor degree), age (65.5% is around 20–30 years old, 24.5% is between 31–40 years old, 7.3% is between 41–50 years old, and 2.7% is 51–60 years old), motives to start the business (2.7% is triggered by natural resources, 49.1% is motivated by market opportunity, 7.3% is forced by needs, and 40.9% is motivated by experience and skills), age of work (8.2% is less than 1 year, 12.7% is 1–2 years, 25.5% is 2–3 years, 22.7% is between 3–4 years, and 30.9% is 5 years or more).

4.2. Measurement

Based on the previous studies and validation from the experts, we identify 3 items which are usable for business intrapreneurship questionnaire. All items takes five-point scale where point 1 means strongly disagree and 5 means strongly agree. In addition to 3 items of transformational leadership scale, we take ten-point scale for business process reengineering and three-point scale for performance (see Appendix for the complete these item list). It is known that entrepreneurs prefer changes by motivation to financial factor. They are motivated by factors like satisfaction, achievement, dignity, and life flexibility (Walker and Brown, 2004). For financial management, non-financial performance reflects activity taking place currently that is potential to result financial performance in the future (Pandey, 2009). Hence, the three items used for performance are non-financial items.

5. FINDINGS

5.1. Dimensionality of Variable

To check validity of the measurement model, we analyze confirmatory factor of the research sample to business process reengineering variable. The finding depicts that one of the factors (process) has negative variant and the two remaining factors represent content and context variables. The finding makes parameter $p = 0.000$; GFI = 0.883; CFI = 0.521; and RMSEA = 0.152. Alternatively, researcher examines variable model by one dimension. It gives a better parameter where $p = 0.001$; GFI = 0.871; CFI = 0.679; and RMSEA = 0.093. Item removal with loading factor does not significantly make the remaining five items significant where $p = 0.052$; GFI = 0.965; CFI = 0.924; and RMSEA = 0.105. Hence, single factor model with five items is selected as measurement model for business process reengineering variable. Table 1 denotes items used in this study, definition for every variable and confirmatory factor loadings for all variables. Table 2 presents statistic descriptive data.

Table 1 denotes items used in this study, definition for every variable and confirmatory factor loadings for all variables

Item of measurement	Factor Loadings
1. Business Intrapreneurship: Entrepreneur's confidence to create value by taking along resource's own packet to exploit opportunity in his business (alpha = 0.621).	
2. Understanding to business values and objectives is one of organizational culture that shall be maintained through capability, creativity and innovation	0.46
3. Achievement grade involves not only spirit and motivation, but it is shall be built upon self confidence.	0.55
4. To attain achieve-based goals, it can be realized by courage to confront with business failure risk.	0.77
Business Process Reengineering: Rethinking fundamentally and redesigning business process radically to produce dramatic repair in organizational performance (alpha = 0.684).	
1. Is it important for the business process reengineering to command top managers to establish and maintain organization without being based on organizational values and goals achievement as commitment realization? (reversed)	0.59
2. What is your perception about cooperation is not a motive and effort to carry out business process reengineering? (reversed)	0.43
3. What is your perception about the capability degree of organizational resource in a business process reengineering that emphasizes more on quantity change than quality change? (reversed)	0.41
4. What is your perception that individual achievement is determined more on managerial knowledge degree than management quality degree in business process reengineering? (reversed)	0.47
5. Do not financial investment limit and information technology belong to factors that are considered in making business process reengineering? (reversed)	0.78
Non-financial Performance: Achievement that is non-financial based achieved by organization (alpha = 0.575).	
6. Broad market share will push down achievement of profit which is caused by the higher cost spent for marketing action (reversed)	0.68
7. Productivity degree changes in the same aim with operational cost change that it also affects company's achievement of profit (reversed)	0.44
8. How you respond this statement: amount of planned profit is more important than human resource skills and capability improvement (reversed)	0.59

Further, complete sample factor analysis will be carried out by using research model where every loading factor is listed in Table 1.

5.2. General Model Confirmation

Overall Fit. By utilizing the data from the survey, statistical compatibility shows that the model gives opportune compatibility (RMSEA = 0.081; TLI = 0.816; See Table 2. Figure 2 shows standardized path loadings, all data is significant at $p < 0.05$.

Table 2 presents statistic descriptive data

Model Fit Summary	
Chi-Square	70.091
Df	41
p-value	0.003
RMSEA	0.081
CFI	0.863
TLI	0.816
GFI	0.896
RMR	0.075
NFI	0.737

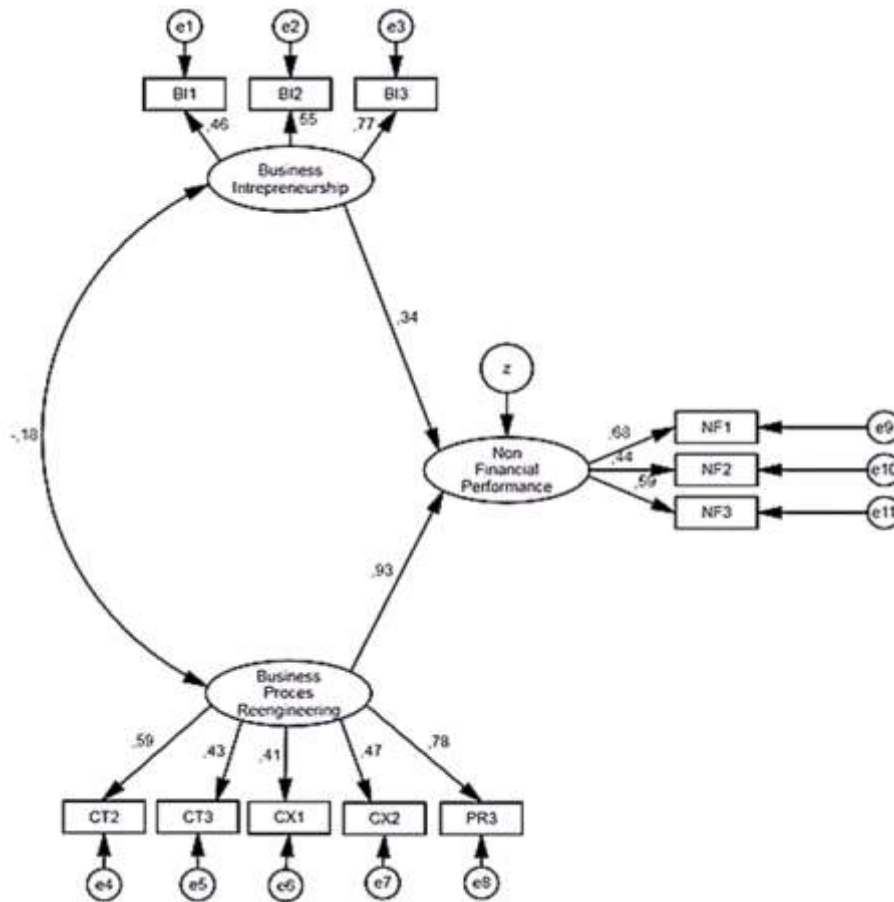


Figure 2 shows standardized path loadings, all data is significant at $p < 0.05$.

The model above examines significance relationship between independent variable and performance variable Hypothesis 1 connects business intrapreneurship and non-financial performance ($p = 0.024$). Hypothesis 1 also examines the course from business process reengineering to significant non-financial performance ($p = 0.000$).

6. DISCUSSION

The study contributes to business intrapreneurship literature in two ways. First, the study provides first proof that business intrapreneurship is juxtaposed with business process reengineering as one of organizational changes. Theoretically, the study states that business entrepreneurship can have good performance if the founder has confidence and readiness to perform radical change to his business process in confronting with environmental change.

Second, the study suggests that business entrepreneurship can be beneficial for organizational performance if it is propped by positive perception to BPR. If the entrepreneur is convinced that the maximum goals can be realized by his courage to face the failure risk, and financial aspect and information technology shall be counted in the effort of BPR, the leader will believe in putting marketing cost and market share expansion at risk. So does a condition when the leader realizes that creativity and innovation are usable to maintain the business values and goals, and that resource capability in quality aspect is more important than the quantity, the leader will be convinced that productivity degree change will be faster than change of operational cost.

Travel business is one of the greatest business and it is full of complexity that involves some parties like hotel, amusement park and recreation sites, transportation and transport rental (Schallert, 2006). This complexity demands ideal capability of individual with entrepreneur mentality to discover opportunity facing toward strict competitive business. Discovered opportunity shall not make individual passive or reactionary. The individual shall proactive in making arrangement for improvement effort and anticipation function in the future, for example by taking business process reengineering. Various methods are available for reengineering. For example, framework of BPI (Business Process Improvement) can be used with steps as follows: (1) process simplification, (2) looks for portion that is valueless for consumer, (3) accelerates the rate, (4) response flexibility, (5) improves responsibility clarity, and (6) cuts down process cost and keeps fulfilling consumer expectation (Bjørner, 2006).

The finding implicates organizational financial management initiative. The organization needs to carry out well financial management in order to let the current financial performance has good contribution to non-financial performance in the future. The study proves that non-financial performance is well supported by both business process reengineering and intrapreneurship. Hence, finance manager shall propose not only initiative that can promote financial management, such as information system, but also sufficient fund to manage the finance for entrepreneurship improvement in the organization. The initiative will give a better effect on the goals of organization than if the manager relies on changes or business process reengineering.

The study is cross-sectional that it limits the researcher to draw causal relationship empirically. Besides, there is a deviation potential when the data collection is assessed more based on attitude scale than objective description from the company's documentation data. For example, even if the corporate leaders show positive response toward intrapreneurship and BPR, there is no certainty that the company has employees with intrapreneur mentality, or if the company has operated BPR.

But still, there is such potential possibility, but the researcher would like to say that it is better to value research variables than do direct assessment on intrapreneur count and quality and examine BPR process in the company. First, the treatment encourages recollecting process that may take along time deviation possibility. Second, it requires an effort to reduce possibility since the study can be carried out when the complexity is exponentially increasing. Therefrom, the study shall assess samples of employee in huge count from every company that become research sample.

7. CONCLUSION

It is admirable that entrepreneurship and change process are complex issue for the organization, especially for travel business. The changes can take long and unnoticed process if it is observed from the insider perspective. Meanwhile, entrepreneurship still becomes debatable concept since the concept has not been defined clearly that makes people hard to distinguish the difference between entrepreneur or non-entrepreneur (Navale, 2013).

Future study shall be built on the more discreet limitation on who is meant by an entrepreneur. Next study shall also observe on how intrapreneur can affect organizational performance through the changes it proposes.

REFERENCES

1. Al Rahahleh, Mohammad Yasin. 2010. The Role of Business Process Reengineering (BPR) in Reducing Costs, *Journal of Accounting-Business & Management*, Vol. 17, No. 2, pp 62-75
2. Antoncic, B., Hisrich, R.D. 2001. Intrapreneurship: Construct Refinement And Cross-Cultural Validation. *Journal of Business Venturing* 16, 495–527

3. Arthur Bernardes Foundation, Brazil, BAR, Curitiba, v. 6, n. 4, art. 5, pp. 354-366
4. Arviansyah., Spil, T., van Hillegersberg, J. 2014. Equivocality in IS/IT Project Evaluation: Model Development and Pilot Study. *Procedia Technology* 16, 1155 – 1165
5. Barringer, B.R., Bluedorn, A.C. 1999. The relationship between corporate Entrepreneurship and strategic Management. *Strat. Mgmt. J.*, 20, 421–444
6. Bjørner, D. 2006. *Software Engineering 3: Domains, Requirements, and Software Design*. Berlin: Springer Science & Business Media
7. Bosma, N., Stam, E., Wennekers, S. 2011. Intrapreneurship versus independent entrepreneurship: A cross-national analysis of individual entrepreneurial behavior. Utrecht School of Economics Tjalling C. Koopmans Research Institute Discussion Paper Series 11-04
8. Budiono, A., Loice, R. 2012. Business Process Reengineering in Motorcycle Workshop X for Business Sustainability. *Procedia Economics and Finance* 4, 33 – 43
9. Cascino, S., Pugliese, A., Mussolini, D., Sansone, C. 2010. The Influence of Family Ownership on the Quality of Accounting Information. *Family Business Review* 23, 246-265
10. Chang, Hsien-Wen., Lin, Grier Effect. 2008. of Personal Values Transformation on Leadership Behaviour, *Total Quality Management*, Vol. 19, No. 1-2, 67-68
11. Chi, Hsin-Kuang., Lan, Chun-Hsiung., Dorjgotov, Battogtokh. 2012. The Moderating effect of transformational leadership on knowledge management and Organizational Effectiveness, *Social Research For personality*
12. Çoban, O., Güle , H.K. 2011. The analysis of the basic dynamics of entrepreneurship in creating competitive advantages: The case of organized industrial zone in Turkey. *African Journal of Business Management* 5, 21, 8668-8677
13. Davidsson, Per and Low, Murray and Wright, Mike (2001) Editors' introduction: Low and MacMillan ten years on – Achievements and future directions for entrepreneurship research. *Entrepreneurship Theory & Practice* 25, 4, 5
14. Debelo, T., Hagos, A. 2011. *The Design and Implementation of Business Process Reengineering in the Ethiopian Public Sector: An Assessment of Four Organizations*. African Books Collective
15. Driessen, M.P., Zwart, P.S, 2010. *The role of the entrepreneur in small business success: the Entrepreneurship Scan*. University of Groningen Working Paper
16. Dubey, S. K., Bansal, Sanjeev. 2013. Critical Success Factors in Implementing BPR in a Government Manufacturing Unit – An Empirical Study, *International Journal of Business and Management*, Vol. 8, No. 2
17. Gomes, Ricardo Corrêa., Liddle, Joyce. 2009. The Balanced Scorecard as a Performance Management Tool for Third Sector Organizations: the Case of the
18. Greiman, Bradley C. 2009. Transformational Leadership Research in Agricultural Education: A Synthesis of The literature, *Journal of Agricultural education*, Volume. 50, Number 4, pp. 50-62
19. Hajer, Muatamed Abed., Mohammad Yusuf, Zawiyah. 2012. Towards a Business Process Reengineering Model for Managing the SMES Information Technology Resources, *International Journal Of Scientific & Engineering reaseach* Volume 3, Issue 8
20. Hanif, Nadia., Ahmad, Zafar., Farooq, Sadia., Farid, Hasan. 2013. Balanced Scorecard as a Spontaneous Performance Measurement Tool: A Case of Insurance Companies in Pakista. *International Journal of Innovative and Applied Finance*
21. Ishikawa, Jun. 2012. Leadership and performance In Japanese R & D Teams, *Asia Pacific Business Review*, Vol. 18, No. 2, 241-258
22. Jiang, X., Xu, Y., Xiao, N. 2012. *The Study of Financial Management Information for Business Process*

- Reengineering under the Low-Carbon Economy. Dalam J. Luo (ed), *Soft Computing in Information Communication Technology*, AISC 158, 5-10
23. Jones, L.R., McCaffery, J. 2008. Budgeting, Financial Management, and Acquisition Reform in the U.S. Department of Defense. IAP.
24. Kotnour, T., Hoekstra, R., Reilly, C., Knight, R., Selter, J. 2014. Infusing Leadership Education In The Undergraduate Engineering Experience: A Framework From Ucf's Eli2. *Journal Of Leadership Studies*, 7, 4, 48-57
25. Lai, V.S., Mahapatra, R.K. 2004. Correlating Business Process Re-engineering with The information Systems Department, *International Journal of Production Research*, Vol. 42, No. 12
26. Lotz, H.M., van der Merwe, S.P. 2013. An assessment of selected organisational-based factors on the perceived success of agribusinesses: a corporate entrepreneurship perspective. *Southern African Business Review* 17, 3, 187-216
27. Malakyan, P.G. 2014. Followership in Leadership Studies: A Case of Leader-Follower Trade Approach. *Journal of Leadership Studies*, 7, 4, 6-22
28. McKnight, Leslie L. 2013. Transformational leadership in the Context of Punctuated Change, *Journal of Leadership, Accountability and Ethics*, Vol. 10 (2)
29. Michela, Pellicelli., Carlota, Meo Colombo., Andrea, Cioffi. Organizational Change: Business Process Reengineering Or Outsourcing?
30. Morris, M.H., Jones, F.F. 1993. Human resource management practices and corporate entrepreneurship: an empirical assessment from the USA. *The International Journal of Human Resource Management* 4, 4, 873-897
31. Muthu, Subramanian., Whitman, Larry., Cheraghi, S. Hossein. 1999. Business Process Reengineering : A Consolidated Methodology, *Proceeding of The 4th Annual International Conference on Industrial Conference on Industrial Engineering theory, Application and Practice*
32. Navale, A.B. 2013. Developing Entrepreneur Skills for Corporate Work. *Research Directions*, 1, 4, 1-3
33. Newbert, S.L. 2007. Empirical Research on the Resource-Based View of the Firm: An Assesment and Suggestions for Future Research. *Strat. Mgmt. J.*, 28, 121-146
34. Okumus, F., Altinay, L., Chathoth, P.K. 2010. *Strategic Management for Hospitality and Tourism*. Amsterdam: Elsevier
35. Pandey, I.M. 2009. *Financial Management*. Vikas Publishing House
36. Razalli, Mohd Rizal., Hasnan, Norlena. 2011. Effect of Business Process Reengineering Factors on Organizational performance of Nigerian Banks: Information Technology Capability as the moderating Factor, *International Journal of Business and Social Science* Vol. 2 No. 13
37. Schallert, M. 2006. Business Process Redesign in Travel Management in an SAP R/3 Upgrade Project: A Case Study. In M. Khosrowpour (ed). *Cases on Information Technology and Business Process Reengineering*. Idea Group, 292
38. Shin, Namchul., Jemella, Donald F. 2001. *Business Process Reengineering and Performance Improvement: The case of Chase Manhattan Bank*, Ide Group Publishing
39. Sottini, M. 2009. *IT Financial Management: Best Practice*. Zaltbommel: Van Haren
40. Stevens, Cleve W. 2011. Using Transformational Leadership to Guide an Organization's Success, Published Online in Wiley online Library
41. Tarokh, Mohammad Jafar., Homayoun, Sajad., Sadeghein, Raika. 2012. Survey of Business Process Re-engineering Experiences in Iranian Travel Agencies, *International Journal of Applied information System (IJ AIS)*, Volume. 3 No. 3
42. Walker, E., Brown, A. 2004. What Success Factors are Important to Small Business Owners?

International Small Business Journal, 22, 6, 577-594

43. Wang, Z., Zang, Z. 2005. Strategic human resources, innovation and entrepreneurship fit : A cross-regional comparative model. International Journal of Manpower, 26, 6, 544-559

44. Warrick, D.D. 2011. The Urgent Need For Skilled Transformational Leaders: Integrating Transformational Leadership and Organizational Development, Journal of leadership, Accountability and Ethics, Vol. 8 (5)

45. Whitfield, Richard C., Szeto, Chong. 1997. Business Process Reengineering for Small Building Products Manufacturer, Journal of management in Engineering

46. Wright, Bradley E., Pandey, Sanjay K. 2009. Transformational Leadership in the Public Sector: Does Structure Matter, Journal Public Administration Research and Theory

47. Yee-Melichar, D., Boyle, A.R., Flores, C. 2011. Assisted Living Administration and Management. New York: Springer

48. Zadrán, S., Tariq, M., Ahmed, S.N. 2014. Job Satisfaction and Work Performance. European Academic Research, 1, 11, 5030-5044

Publish Research Article

International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished Research Paper, Summary of Research Project, Theses, Books and Books Review for publication, you will be pleased to know that our journals are

Associated and Indexed, India

- ★ Directory Of Research Journal Indexing
- ★ International Scientific Journal Consortium Scientific
- ★ OPEN J-GATE

Associated and Indexed, USA

- DOAJ
- EBSCO
- Crossref DOI
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Database
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database

Review Of Research Journal
258/34 Raviwar Peth Solapur-413005, Maharashtra
Contact-9595359435
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com
Website : www.ror.isrj.org