

REFERENCES

- Abu Rub, F. A., & Issa, A. A. (2012). Business process modeling-based approach to investigate complex processes: Software development case study. *Business Process Management Journal*, 18(1), 22-137.
- Aguayo, A., & Cuevara, A. (1992). Intelligent and cooperative CASE tool kit for development of information systems. *4th International Conference Information Systems* (pp. 699-70). Proceedings.
- Aguayo, A., Caro, J. L., & Cuevara, A. (1997). Workflow technology: an application. *Tjoa A.M. (eds) Information and Communication Technologies in Tourism 1997*. New York, NY: Springer Verlag.
- Andersen, B. (1999). *Business Process Improvement Toolbox*. Milwaukee, WI: ASQ Quality Press.
- Beimborn, D., Gleisner, F., Joachim, N., & Hackethal, A. (2009). The role of process standardization in achieving IT business value. Hawaii, HI: Proceedings of the 42nd Hawaii International Conference on System Sciences (HICSS 2009).
- Benjamin, R. I., De Long, D. E., & Scott Morton, M. S. (1990). EDI: how much competitive advantage? *Long Range Planning*, 23(1), 29-40.
- Berger, L. A., & Berger, D. R. (2011). *The Talent Management Handbook* (2nd ed.). New Delhi: Tata McGraw Hill Education Private Limited.
- Bhatt, G. D. (2001). Business process improvement through electronic data interchange (EDI) systems: an empirical study. *Supply Chain Management: An International Journal*, 6(2), 60-74.
- Bolsinger, M., Bewernik, M., & Buhl, H. U. (2011). Value-based process improvement. *Proceedings of the 19th European Conference on Information Systems*.
- Bourne, M., Franco-Santos, M., Kennerley, M., & Martinez, V. (2005). Reflections on the role, use and benefits of corporate performance measurement in the UK. *Measuring Business Excellence*, 9(3), 36-41.
- Canada, J., Kuhn, J. R., & Sutton, S. G. (2006). *The Pervasive Nature of IT Controls: An Examination of Material Weaknesses in IT Controls and Audit Fees*. working paper,

University of Central Florida. Retrieved from http://aaahq.org/infosys/conferences/midyear/midyear07_papers/Canada_Kuhn_Sutton.pdf

- Caro, J. L., Conejo, R., Cuevara, A., Pe´rez-de-la-Cruz, J. L., & Triguero, F. (1997). Cooperative intelligent redesign. *The 9th International Conference on Software Engineering and Knowledge Engineering*. SHKH '97.
- Caro, J. L., Guevara, A., & Aguayo, A. (2003). Workflow: a solution for cooperative information system development. *Business Process Management Journal*, 9(2), 208-220.
- Carter, J. R., Monczka, R. M., Clauson, K. S., & Zelinski, T. P. (1987). Education and training for successful EDI implementation. *Journal of Purchasing and Material Management*, 23(2), 13-20.
- Cassidy, A., & Guggenberger, K. (2000). *A Practical Guide to Information Systems Process*. Boca Raton, FL: CRC Press.
- Ceorgakopoulos, D., Hornick, W., & Sheth, A. (1995). An overview of workflow management: from process modeling to workflow automation infrastructure. *Distributed and Parallel Databases*(3), 119-93.
- Chen, C. (2004). *Information Visualization* (2nd ed.). New York: Springer.
- Chiang, A. (2011). *What is a dashboard? Defining dashboards, visual analysis tools and other data presentation media*. Retrieved from Dashboard Insight: www.dashboardinsight.com/articles/digitaldashboards/fundamentals/what-is-a-dashboard.aspx
- Cook, S. (1995). *Process Improvement: A Handbook for Managers*. Aldershot: Gower Publishing.
- Cox, J. F., Blackstone, J. H., Jr., & Spencer, M. S. (1992). *American Production and Inventory Control Society*. Virginia: Falls Church.
- Crosby, P. B. (1979). *Quality is Free: The Art of Making Quality Certain*. New York, NY: New American Library.

- Cuevara, A. (1993). *Planning methodology of information system under cooperative design* (Baeza-Yates ed.). New York, NY: Plenum Press.
- Cuevara, A., & Aguayo, A. (1994). CASE toolkit for methodology of IS under a cooperative design. *13th WCC IFIP94*. Poster-Session.
- Daft, R. (2014). *The New Era of Management*. Australia: South Western.
- Dalton, D. R., Todor, W. D., Spendolini, M. J., Fielding, G. J., & Porter, L. W. (1980). Organization structure and performance: a critical review. *Academy of Management Review*, 5(1), 49-64.
- Damianides, M. (2005). Sarbanes-Oxley and IT governance: new guidance on IT control and compliance. *Information Systems Management*, 22(1), 77-87.
- Davenport, T. H. (1993). *Innovation: Reengineering Work Through Information Technology*. Boston, MA: Harvard Business School Press.
- Deming, W. E. (1982). *Quality, Productivity, and Competitive Position*. Cambridge, MA: MIT Press.
- Dignall, C. (2014). *Negotiation Skills in 7 Simple Steps*. London: HarperCollins Publishers.
- Drucker, P. (1954). *The Practice of Management*. New York: Harper & Row.
- Etisalat*. (2019). Retrieved from Company profile: <https://www.etisalat.ae/en/etisalat-corporation.jsp>
- Fisher, C. D., & Gitelson, R. (1983). A meta-analysis of the correlates of role conflict and ambiguity. *Journal of Applied Psychology*, 68(2), 320-33.
- Flanigan, E. M., & Scott, J. (1995). *Process Improvement: Enhancing Your Organization's Effectiveness* (1st ed.). Mississauga: Crisp Learning.
- Fomin, V., & Lyytinen, K. (2000). *Information Technology Standards and Standardization: A Global Perspective*. Hershey, PA: Idea Group Publishing.
- Gantt, H. L. (1919). *Organizing for Work*. New York: Harcourt, Brace, and Howe.
- Grant, G. H., Miller, K. C., & Alali, F. (2008). The effect of IT controls on financial reporting. *Managerial Auditing Journal*, 23(8), 803-823.

- Hammer, M., & Champy, J. (1993). *Re-engineering the Corporation: A Manifesto for Business Revolution*. London: Nicholas Brealey.
- Hammer, M., & Champy, J. (1995). *Reengineering the Corporation*. London: Nicholas Brealey.
- Handle, J. (1997). Understanding business processes. *Health Manpower Management*, 23(5), 181-3.
- Harrington, H. J. (1991). *Business Process Improvement: the Breakthrough Strategy for Total Quality, Productivity and Competitiveness*. New York, NY: McGraw-Hill.
- Hesser, W., de Vries, H., & Feilzer, A. (2006). *Standardization in Companies and Markets* (1st ed.). Rotterdam: Erasmus University of Rotterdam.
- Hewitt, F. (1999). Information technology mediated business process management - lessons from the supply chain. *International Journal of Technology Management*, 17(1/2), 37-53.
- Hsieh, A., Chou, C., & Chen, C. (2002). Job standardization and service quality: a closer look at the application of total quality management to the public sector. *Total Quality Management*, 13(7), 899-912.
- Hsieh, Y. -M., & Hsieh, A. -T. (2001). Enhancement of service quality with job standardization. *The Service Industries Journal*, 21(3), 147-66.
- Hsieh, Y.-M., & Hsieh, A.-T. (2003). Does job standardization increase job burnout? *International Journal of Manpower*, 24(5), 590-614.
- Icerman, R. C., & Hillison, W. A. (1990). Distributions of audit-detected errors partitioned by internal control. *Journal of Accounting, Auditing & Finance*, 5(3), 527-48.
- Islam, S., & Ahmed, M. D. (2012). Business process improvement of credit card department: case study of a multinational bank. *Business Process Management Journal*, 18(2), 284-303.
- Jääskeläinen, A., & Roitto, J.-M. (2016). Visualization techniques supporting performance measurement system development. *Measuring Business Excellence*, 20(2), 13-25.

- Jaaskelainen, A., & Sillanpää, V. (2013). Overcoming challenges in the implementation of performance measurement: case studies in public welfare services. *International Journal of Public Sector Management*, 26(6), 440-445.
- Jackson, S. E., & Schuler, R. S. (1985). A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings. *Organizational Behavior and Human Decision Processes*, 36(1), 16-78.
- James, L. R., & Jones, A. P. (1976). Organizational structure: a review of structural dimensions and their conceptual relationships with individual attitudes and behavior. *Organizational Behavior and Human Performance*(16), 74-113.
- Jang, Y., & Lee, J. (1998). Factors influencing the success of management consulting projects. *International Journal of Project Management*, 16(2), 67-72.
- Jayaram, J., & Vickery, S. K. (1998). Supply-based strategies, human resource initiatives, procurement leadtime, and firm performance. *International Journal of Purchasing and Materials*, 34(1), 12-24.
- Jayaram, J., Vickery, S. K., & Droge, C. (2000). The effects of information system infrastructure and process improvements on supply-chain time performance. *International Journal of Physical Distribution & Logistics Management*, 30(3/4), 314-330.
- Johnson, H. R., & Vitale, M. R. (1993). Creating competitive advantage with interorganizational information systems. *MIS Quarterly*, 12(2), 152-65.
- Joshi, A. W., & Randall, S. (2001). The indirect effects of organizational controls on salesperson performance and customer orientation. *Journal of Business Research*(54), 1-9.
- Juran, J. M. (1989). *Juran on Leadership for Quality: An Executive Handbook*. New York, NY: The Free Press.
- Juran, J. M. (1992). *Juran on Quality by Design: the New Steps for Planning Quality into Goods and Services*. New York, NY: The Free Press.
- Kaplan, R. S., & Norton, D. P. (1996). *The Balanced Scorecard – Translating Strategy into Action*. Boston, MA: Harvard Business School Press.

- Keller, G., Scheer, A. W., & Nuettgens, M. (1992). Semantische Prozessmodellierung auf der Grundlage "Ereignisgesteuerter Prozessketten (EPK). Retrieved August 5, 2012, from www.wiso.uni-hamburg.de/fileadmin/wiso_fs_wi/Team/Mitarbeiter/Prof._Dr._Markus_Nuettgens/Publikationen/heft089.pdf
- Kondo, Y. (2000). Innovation versus standardization. *The TQM Magazine*, 12(1), 6-10.
- Krause, F., Bewernik, M. A., & Fridgen, G. (2013). Valuation of manual and automated process redesign from a business perspective. *Business Process Management Journal*, 19(1), 95-110.
- Kuhn Jr, J. R., Ahuja, M., & Mueller, J. (2013). An examination of the relationship of IT control. *International Journal of Accounting & Information*, 21(3), 227-240.
- Kumar, K., & van Dissel, H. G. (1996). Sustainable collaboration: managing conflict and cooperation in interorganizational systems. *MIS Quarterly*, 20(3), 279-300.
- Kwan, A. T. (1999). The use of information technology to enhance supply chain management. *Production and Inventory Management Journal*, 40(3), 7-15.
- Lee, J. -N., & Kim, Y. -G. (1997). Information systems outsourcing strategies for affiliated forms of the Korean Conglomerate Groups. *Journal of Strategic Information Systems*, 6(3), 203-880.
- Lengler, R., & Eppler, M. (2007). Towards a periodic table of visualization methods for management. *Proceedings of the Conference on Graphics and Visualization in Engineering (GVE 2007)*. Clearwater, FL. Retrieved from www.visual-literacy.org/periodic_table/periodic_table.pdf
- Leymann, F., & Roller, D. (2000). *Production Workflow: Concepts and Techniques*. EnglewoodCliffs, NJ: Prentice-Hall.
- Lillrank, P., & Liukko, M. (2004). Standard, routine and non-routine processes in health care. *International Journal of Health Care Quality Assurance*, 17(1), 39-46.
- Majchrzak, A. (1988). *The Human Side of Factory Automation*. San Francisco, CA: Jossey-Bass.

- Malone, T. W., Yates, J., & Benjamin, R. J. (1987). Electronic markets and electronic hierarchies. *Communications of the ACM*, 30(6), 484-97.
- Manrodt, K. B., & Vitasek, K. (2004). Global process standardization: a case study. *Journal of Business Logistics*, 25(1), 1-23.
- McNealy, R. (1993). *Making Quality Happen: A Step by Step Guide to Winning the Quality Revolution*. London: Chapman & Hall.
- Mor, R. S., Bhardwaj, A., Singh, S., & Sachdeva, A. (2018). Productivity gains through standardization-of-work in a manufacturing company. *Journal of Manufacturing Technology Management*.
- Muenstermann, B., Eckhardt, A., & Weitzel, T. (2009). The performance impact of business process standardization – an empirical evaluation. *Business Process Management Journal*, 16(1), 29-56.
- Muenstermann, B., Stetten, A. v., Laumer, S., & Eckhardt, A. (2010). The performance impact of business process standardization: HR case study insights. *Management Research Review*, 33(9), 924-939.
- Mukhopadhyay, T., Kekre, S., & Kalathur, S. (1995). Business value of information technology: a study of electronic data interchange. *MIS Quarterly*, 19(2), 137-56.
- Münstermann, B., Eckhardt, A., & Weitzel, T. (2010). The performance impact of business process standardization: An empirical evaluation of the recruitment process. *Business Process Management Journal*, 16(1), 29-56.
- OMG. (2008). Unified modeling language: superstructure version 2.1.2. Retrieved November 4, 2011, from www.omg.org/technology/documents/formal/uml.htm
- Ould, M. A. (1995). *Business Processes Modelling and Analysis for Re-engineering and Improvement*. Chichester: Wiley.
- Pyzdek, T. (2003). *The Six Sigma Handbook: The Complete Guide for Greenbelts, Blackbelts, and Managers at All Levels*. New York, NY: McGraw-Hill.
- Ramakumar, A., & Cooper, B. (2004). Process standardization proves profitable. *Quality*, 43(2), 42-5.

- Sanchez-Rodriguez, C., Hemsworth, D., Martinez-Lorente, A. R., & Clavel, J. G. (2006). An empirical study on the impact of standardization of materials and purchasing procedures on purchasing and business performance. *Supply Chain Management: An International Journal*, 11(1), 56-64.
- Sharp, A., & McDermott, P. (2001). *Development, Workflow Modeling: Tools for Process Improvement and Application*. Boston, MA: Artech House.
- Singh, J. (2000). Performance productivity and quality of frontline employees in service organizations. *Journal of Marketing*(64), 15-34.
- Slack, N., Chambers, S., & Johnston, R. (2010). *Operations Management* (6th ed.). Harlow: FT/Prentice Hall.
- Swaminathan, J. M. (2001). Enabling customization using standardized operations. *California Management Review*, 43(2), 125-35.
- Tennant, G. (2002). *Design for Six Sigma: Launching New Products and Services Without Failure*. Burlington, VT: Gower Publishing.
- Toussaint, J., & Berry, L. (2013). The promise of lean in health care. *Mayo Clinic Proceedings*, 88(1), 74-82.
- TRA Market Statistics. (2019). Retrieved from Quarterly Market Indicators: <http://www.tra.org.bh/media/document/Quarterly%20Market%20Indicators%20report%20-%20Q1%202019.pdf>
- Ungan, M. C. (2006). Standardization through process documentation. *Business Process Management Journal*, 12(2), 135-148.
- van Wessel, R., Ribbers, P., & de Vries, H. (2006). Effects of IS standardization on business process performance: a case in HR IS company standardization. Hawaii, HI: Proceedings of the 39th Hawaii International Conference on System Sciences (HICSS 2006).
- vom Brocke, J., Recker, J., & Mendling, J. (2010). Value-oriented process modeling: integrating financial perspectives into business process re-design. *Business Process Management Journal*, 16(2), 333-56.

- Voss, C. (2003). Rethinking paradigms of service: service in a virtual environment. *International Journal of Operations & Productions Management*, 23(1), 88-104.
- Yigitbasioglu, O., & Velcu, O. (2012). A review of dashboards in performance management: implications for design and research. *International Journal of Accounting Information Systems*, 13, 41-59.
- Yu, W., & Ramanathan, R. (2012). The effects of employee competencies and IT applications on operations strategy: an empirical study of retail firms in China. *Measuring Business Excellence*, 16(1), 3-20.
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1988). Communication and control processes in the delivery of service quality. *Journal of Marketing*, 52(April), 35-48.