

ACHIEVING BUSINESS PROCESS REENGINEERING THROUGH ORGANIZATIONAL PERFORMANCE IN NIGERIAN BANKS, IMO STATE, NIGERIA

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ABSTRACT

The general objective of this study is to examine the relationship between business process reengineering and organizational performance of Nigerian banks. This study adopted descriptive survey research design and questionnaire as instrument for data collection. The target population of the study was given as 694 which comprised low, middle and senior staff of the eight selected banks in Owerri. Primary data was drawn from a sample size of 248 which was determined statistically using Taro Yamane's formula. The research objective was analyzed using ordinary least square simple regression method with the aid of Statistical Package for Social Science version 20 to generate result. Findings revealed that leadership change and adoption of information technology showed insignificant relationship with organizational responsiveness. Findings also showed that top management commitment showed significant relationship with organizational responsiveness. Based on findings, study recommends that management should adopt a more flexible and flatter structure that encourages creativity and innovation to achieve effective performance; managers should adopt effective leadership style that encourages team work and problem solving ability among organizational members; and management should provide adequate compensation benefits to boost employee's morale to encourage competitiveness in the work environment.

Keywords: Business Process Reengineering, Adoption of Information Technology, Leadership Change, Top Management Commitment, Organizational Performance.

INTRODUCTION

Background of the Study

Nigeria's banking industry has undergone significant change in order to stay competitive. In order to add value for bank customers and boost efficiency and productivity, the industry frequently undergoes changes like the present redesign of currency (the naira) and digitalization of financial services including point of services (POS), mobile, and online banking. In addition to the banking sector, other industries have followed suit in completely overhauling corporate procedures, including the educational sector and the telecommunications industry. To add value to the educational system, the university has moved its operations from traditional classroom learning to digital (virtual learning). For better means of communication, the telecommunications

industry has introduced technologies that increase its geographical reach in both urban and rural areas (Bako & Banmeke, 2019).

Business process reengineering is a management idea that aims to pinpoint operational processes that don't benefit customers and replace them with a strategy that would significantly boost organizational performance. Additionally, it enables businesses to make wiser decisions through improved data dissemination, enabling them to enhance their operational efficiency, decrease waste, and provide better customer service (Bell et al., 2022).

Organizational performance refers to actual outputs or results of the organization as measured against its intended outputs, goals and objectives inputs into outputs for achieving certain outcomes. It is the process to enhance both effectiveness of the organization and the well-being of its employees through planned interventions (Chunmei & Zhang, 2018).

Recent studies have identified a link between business process reengineering and organizational performance with mixed results Collier (2013). Recent studies by Sahul-Hameed, Salamzadeh, Abdul-Rahim and using Malaysian manufacturing industry found a positive correlation between business process reengineering and organizational performance. The study concludes that top management commitment, organizational readiness for change, information technology capabilities and people management promote organizational performance. Similar studies by Chunmei and Zhang state that effective leadership influences a quality service in health care organization. The author concludes that effective leadership build appropriate and unique organizational cultures and a high performing team which provide high quality service to customers in health care organization. Similar studies by Ugwu, Osioma, Onwuzuligbo and Nnnaji-Ihedimsh using Deposit Money Banks in Owerri, Imo State, Nigeria found that leadership change contribute positively to organizational competitiveness of banks. Another study by Kimani using Kenyan population services revealed a positive relationship between Information Technology use and Organizational Performance. The result can be interpreted further that an increase in IT use contributes to increase in organizational performance (Conner, 1991).

In view of the above, present study seek to examine the extent to which leadership change, management commitment, adoption of information technology influences quality of customer services, organizational responsiveness and organizational learning in selected banks, Owerri, Imo State, Nigeria. It is upon these gaps in the use of; concepts and perspectives that this study is anchored and formulated to achieve research objectives. This is in agreement with studies of Kumar which states that research gaps exists in the following; gap in population, analysis, implications, methodology, concepts, perspectives and theory (Tromp & Kombo, 2006).

High performance organizations from time to time innovate themselves in order to survive changing business conditions. Firms who are unable to implement leadership change find themselves in different dilemma. Effective leadership is considered one of the pivotal issues that promote the success or failure of every organization. Effective leadership monitors staff performance and motivate team members to improve quality customer services and spur innovation to produce best result. Effective leadership can influence the rate at which financial institutions make dramatic change to create value to bank customers and promote quality services. On the contrary, ineffective or poor leadership change can negatively influence

management initiative to drive better quality of customer services and organizational productivity.

The aim of this study is to investigate whether Business Process Reengineering relates to organizational performance of Nigerian Banks. Specifically, this study seeks to:

To determine whether leadership change relates to organizational responsiveness of Nigerian banks.

To determine whether top management commitment contributes to organizational responsiveness of Nigerian banks.

To ascertain if there is any relationship between adoption of information technology and organizational responsiveness of Nigerian banks

REVIEW OF RELATED LITERATURE

Conceptual Review

The Concept of Business Process Reengineering (BPR)

It is a management practice that aims at improving performance by re-evaluation and redesign of entire business model. It is a complete overhaul of a company's key business processes with focus to reduce operational cost, improve management efficiency and productivity. The aim is to analyze workflows within and between business functions in order to optimize business process, eliminate task that do not improve performance.

BPR is essentially a redesign of business processes using information technology to bring about dramatic improvement in key areas of performance such as quality, cost, and speed. It is perceived as a vital and useful tool that has been adopted by organizations which has proved as one of the most current drivers of change within many organizations. It allows organization to re-design their processes by enabling cross-functional teams to work together to determine areas of improvement and ways to optimize them for maximum value.

Leadership Change

According to Higgs & Rowland (2005) leadership change is defined as the ability to influence others through personal advocacy, vision and drive and to access resources to build a solid platform for change. The authors posit that leadership change drive transformation initiative of an organization to enhance its performance.

Change leadership is defined in terms of knowledge, approach and behavior a person apply to lead, manage and influence organizational change. The author posit that change leaders influences people to change the way they think, act and behave to stimulate high performance work atmosphere. Effective leaders use their position to empower others to drive change initiative for the benefits of organization

Top Management Commitment

Management Commitment involves the direct involvement in the highest level

management (top management) in all specific and critically important aspects such as safety, quality, environment, security and programmes of an organization. It discusses the active participation of members of the managerial levels in a company. It is important that the responsibility for leadership and for creating the environment of continuous improvement belongs to all levels of management and members, but particularly to the highest.

Guedes-Reed posit that management's commitment to quality is very important because they provide the resources for implementation and maintenance of the management system which contains all the processes related to quality. Their involvement and engagement is needed throughout the organization in order to lead by example and to provide quality processes for individuals to use. The policies and objectives that management sets need to be meaningful to the organization and not just set because of a requirement in a standard but drive the business. They are also responsible for driving the integration of the management system into business operations. Many standards such as ISO/IEC 17025, require management commitment to impartiality, continual improvement and development and implementation of the management system.

Adoption of Information Technology

According to Daintith, Information Technology refers to the use of computers to create, process, store, retrieve and exchange all kinds of data and information. Similarly, Gershon defined information technology as a system that supports, monitors, building communications, safeguarding data and troubleshoot computer problems. The author has recognized the importance of digital technology ranging from checking emails via phones or laptops to organizing teleconferencing using digital platforms (Sungau & Ndunguru, 2015).

Information Technology is the use of computers, storage, and networking and other physical devices, infrastructure and processes to create, process, store, secure and exchange all forms of electronic data. IT is used in the context of business operations as technology used for personal or entertainment purposes. The commercial use of IT encompasses both computer technology and telecommunication.

Krume observes that the advancement of information and communication technology has transformed business landscape on a global environment. Adoption of digital technology in the business processes has potential benefits in enhancing organizational performance. According to Gable & Raman (1992) technological advancement has improved innovation, service delivery, enhanced business performance. The breakthrough in digital technology has transformed the structure of the banking industry contributing to cost reduction, quality customer services and enhanced productivity. The innovative technology allow banks to streamline their operations.

Organizational Performance

According to Satyendra organizational performance is defined as the process to enhance both effectiveness of the organization and the well-being of its employees through planned interventions. It indicates or reflects the organization efficiencies or inefficiencies in terms of corporate image, competencies and financial outcomes. It is concerned with the effectiveness,

productivity, efficiency, excellence or quality of the organization.

Organizational performance is the ability of an organization to reach its goals and optimize results. That is, company's ability to achieve set objectives in a state of constant change. Studies by Koopmans, Bernaards, Hildebrandt, Schaufeli, De Vet and Van Der Beek have identified several methods of measuring organizational performance at different levels such as; task performance, contextual performance, and adaptive performance.

Organizational Responsiveness

According to Merriam, organizational responsiveness means timely decisions that lead to timely action that lead to moving the business forward. The quicker the responsive time the greater the progress made by corporations (Sturdy, 2010). Responsive organizations are better able to anticipate and respond to developments and events in their environment. They are more sensitive to creativity and innovation to solve organizational problems in order to learn, develop and grow faster. Sherman argues that responsiveness starts from top level management to stimulate responsive behavior across the levels of the organization. The author suggests that on boarding, training and team meetings should be employed to promote the culture of responsiveness among employees in the workplace.

Similarly, Konsynski, Bray and Thomas defined organizational responsiveness in terms of inter individual knowledge exchanges that influence the ability of an organization to respond in an appropriate manner to a changing environment. They define organizational responsiveness as the ability of an organization to respond in an appropriate manner to mitigate negative threats or capitalize on positive opportunities generated by an organization's environment. For knowledge-intensive enterprises confronting challenges, organizational responsiveness represents their ability to respond to emergent opportunities or concerns.

Theoretical Framework

The foundation of this work is anchored on Resource Based View (RBV) hypothesis, first put forth by Penrose in 1959 and further expanded by Barney in 1991. The Resource Based Vision (RBV) illustrates how strategic assets and competencies provide a company an edge to achieve outstanding performance. The idea goes on to say that a corporation is better positioned to attain competitiveness if it has resources that are valued, scarce, impossible to duplicate, and non-substitutable (Crowe et al., 2002).

To maintain a competitive advantage, firms must properly identify and use a firm's resources. The foundation for building firm skills that eventually result in exceptional performance is provided by these strategic resources. To combine, manage, and utilize resources in a way that adds value to clients and gives an advantage over competing businesses, capabilities are required (Goldkuhl, 1996).

RBV have classified resources into three categories: organizational capital, physical capital, and human capital. The criticism against the resource-based view theory is that it will be impossible to find a resource that will meet all of Barney's VRIN requirements. Once more, the

theory provides insufficient details on the function of the product market and that of a market product's depreciating resource worth (Kariuki, 2015).

This study on Business Process Reengineering and Organizational Performance is linked to Resource Based Theory because competitive advantage is produced with the help of organizational resources that are solely owned and developed internally by the company. To get a competitive edge over its competitors, an organization rethinks how it uses its resources.

Empirical Review

Several studies in both Nigeria and the rest of the world have conducted study on business process reengineering and organizational performance in Nigerian Banking Industry. The review of literature on this subject is stated below (Koopmans et al., 2011).

Kimani analyzed the impact of Information Technology on Organizational Performance in Kenyan population services. The total population of the study comprised of 438 permanent employees of the organization. Out of 438 questionnaires sent to the participants, only 311 was returned and utilized for this study (Sharma, 2006). Primary data was collected via online. The study population comprised of employee of the organization. The hypothesis was tested and analyzed using frequency distributions, percentage and averages, analysis of variance and simple regression techniques to generate result. Findings revealed a significant positive relationship between the level of information technology use and organizational performance in population services (Tony, 2014).

Odede assessed the Influence of Business Process Reengineering on the performance of Kenya Commercial banks. The study adopted descriptive survey design and questionnaire as instrument for data collection. The study worked with sample size of one hundred and twelve persons from the population of Eight hundred and twenty seven, eighty-two was selected using random sampling and complete enumeration method was also used. The Pearson's product moment correlation was used for data analysis and Z test was also used to test the significance of the coefficient of correlation at 0.05 level of significance. The findings revealed that there is positive relationship between organization structure redesign and organizational performance (Gunasekaran & Nath, 1997).

Ugwu, Osioma, Onwuzuligbo and Nnnaji-Ihedinhmah examined the influence of change management on firm performance of money deposit bank in Owerri, Imo State, Nigeria. The total population comprised of 124 staff of Fidelity Bank, Access Bank, Eco-Bank and United Bank for Africa Plc. Out of 124 copies of the questionnaire administered to the participants, 116 were responded and used for the analysis, while, the remaining 6 were not returned and utilized. The research hypothesis was tested and analyzed using simple regression method to generate the result. The null hypothesis was rejected at 5 % level of significance. The study found that leadership change exerts a significant positive influence on firm competitiveness (Hammer, 1993).

Echiejile (2020) conducted a study to examine the impact of information technology on organizational success in an emerging economy, evidence of Nigerian banking industry. The study adopted survey research design and questionnaire as instrument for data collection. Findings revealed that IT factors (internet applications, technological devices and special

industry software) had a significant positive influence on organizational success in the Nigerian banking industry (Hammer & Champy, 2009).

Kabiru determined the relationship between information technology capability and organizational performance in Nigerian Banks. The study adopted survey research design and questionnaire as instrument for data collection. The study used stratified random sampling and simple random probability procedure in selecting the study population. Out of 560 questionnaires distributed, 417 were utilized for further analysis. Multiple regression analysis was employed to analyze the data using SPSS software to generate result. The findings showed that IT capability had significantly relationship with organization performance of banks (Ikon et al., 2018).

RESEARCH METHODOLOGY

Research Design

This study adopted descriptive survey research design to determine the relationship between business process reengineering and organizational performance (Jacobs, 2003). The primary data were sourced from a total population of 694 participants through structured questionnaire. The instrument was designed using five-point likert scale. Sample size was determined statistically using taro Yamane formula and calculated as 254. Bowley's allocation formula was applied in the distribution of the survey. Out of 254 copies of questionnaire sent to the participants, only 248 were returned and utilized for the study while the remaining 6 were used for the study (Okereke et al., 2021).

Population of the Study

The population of the study comprises of eight money deposit banks operating in Nigeria. The study population for this research comprises 694 of employees made up of senior, middle and junior cadre. They are listed below (Poi & Elechi, 2021).

Table 1 POPULATION OF SELECTED MONEY DEPOSIT BANKS					
S/N	Commercial Banks	Population	Copies Distributed	Copies filled and returned	Percentage Returned
	Access bank Plc	90	32	30	12.09
	Eco bank Plc	105	38	35	14.11
	First Bank Nig Ltd	95	35	34	13.71
	First City Monument Bank	92	34	34	13.71
	Guaranty Trust Bank	76	28	28	11.29
	Fidelity Bank Plc	73	27	27	10.89
	United Bank for Africa (UBA) Plc	78	29	29	11.69
	Zenith Bank Plc	85	31	31	12.5
	Total	694	254	248	99.99

Source: (Personnel Records of Nigerian Banks).

Primary data was collected using survey which was subjected to statistical analysis using ordinary least square (OLS) simple regression, and Analysis of variance (ANOVA) to generate result.

Model Specification

Business Process Reengineering represent the independent variables, while Organizational performance represent dependent variables. BPR was proxy to adoption of information technology, leadership change and top management commitment. Organizational performance is proxy to responsiveness. Ordinary least square, simple regressions model was used to describe the relationship between the dependent variable and a set of independent variables. The regression model is mathematically stated below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \text{ -----equation 1}$$

Where:

- Y = Organizational Performance
- Y1 = Responsiveness
- β_0 = Parameter constant
- X = Business Process Reengineering
- X1 = Adoption of Information Technology
- X2 = Leadership Change
- X3 = Top Management Commitment
- e = Error term

RESULTS AND DISCUSSION

Analysis of Research Question

To what extent to which leadership change, top management commitment and adoption of information technology relates to organizational responsiveness of Nigerian Banks. The result of data analysis is presented below.

Table 2 RESPONDENTS OPINION ON BUSINESS PROCESS REENGINEERING AND ORGANIZATIONAL PERFORMANCE							
S/N	TEST QUESTIONS	ALTERNATIVE RESPONSES					
		SA	AG	UN	DA	SD	TOTAL
		5	4	3	2	1	
	Business Process Reengineering						
A.	Leadership Change- Independent Variables (X1)						
1	My organization has redesigned company's	183	53	4	6	2	248

	mission and vision to achieve its vision.						
2	Organizations fail due to non-implementation of leadership change to drive success.	152	87	2	4	3	248
3	Effective leadership monitors staff performance and motivate team members to improve service quality.	174	56	5	6	7	248
4	Poor leadership can affect organizational effectiveness and efficiency.	146	78	6	10	8	248
5	My organization has recorded dramatic improvement in productivity due to corporate redesign.	164	75	2	4	3	248
B.	Top Management Commitment (X2)						
6	The management system implements a strategic plan that aims at addressing changes in the business process.	202	28	6	10	2	248
7	Reengineering projects succeeds when it is driven from the top level management of the organization.	154	76	10	5	3	248
8	Management support and commitment is the primary key factor for BPR to succeed.	164	70	4	8	2	248
9	Lack of support and commitment increases employees' resistance to change which affect organizational efficiency.	138	84	8	14	4	248
10	Effective management system aims at reducing employee's resistance to change in order to achieve efficient performance.	132	90	8	12	6	248
C.	Adoption of Information Technology (X3)						
11	Information Technology affects organizational performance.	180	54	8	4	2	1
12	Information technology is an important enabler of business process reengineering	174	58	2	6	8	2
13	Information technology enables banks to break away from outdated rules that underlie in their operations.	158	61	10	12	7	3
14	Information technology permits the distribution of power and control to achieve productivity	175	56	7	6	4	4
15	Adoption of modern information technology aims at improving organizational productivity.	186	46	4	10	2	5
B.	Organizational Performance						
	(Responsiveness, Y1) Dependent Variable						
16	My firm has dedicated workforce.	138	84	8	14	4	248
17	We always strive to meet client expectations in a timely manner.	186	46	4	10	2	248
18	Presently, my organization have innovate its financial services such as internet banking and point of services and automated teller machine.	160	66	8	10	4	248
19	Most times, our customer experience internet	180	54	8	4	2	248

	disruption when making financial transactions.						
20	Sometimes, our customers complain of several charges on the use of financial service such as electronic cards and mobile banking.	173	62	4	7	2	248

Source: (Field Survey, 2023).

Research Hypothesis

H03: There is no significant relationship between leadership changes, top management commitment, adoptions of information technology and organizational responsiveness of Nigerian banks.

Table 3					
ORDINARY LEAST SQUARE SIMPLE REGRESSION COEFFICIENTS^A					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	-1.795	0.823		-2.181	0.038
AIT	-0.029	0.097	-0.029	-0.301	0.766
LCM	0.043	0.045	0.041	0.946	0.353
TMC	0.995	0.076	0.987	13.111	0.000

Source: (SPSS Version 20).

Table 4					
ANALYSIS OF VARIANCE (ANOVA^A)					
Model	Sum of Squares	f	Mean Square	F	Sig.
Regression	280107.026		93369.009	8416.273	.000 ^b
Residual	288.441	45	11.094		
Total	280395.467	48			
Source: (SPSS Version 20)					
a. Dependent Variable: ORL					
b. Predictors: (Constant), TMC, LCM, AIT					

Regression Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \text{ -----Equation 1}$$

$$Y = -1.795 -.029 \text{ AIT} + .043 \text{ LCM} + .995 \text{ TMC} \text{ -----Equation 2}$$

Decision Rule

The null hypothesis (H_0) should be rejected at a point when p-value is ≤ 0.05 ; otherwise accept the alternate (H_A) hypothesis. Table 3 above showed the result of the hypothesis tested using Ordinary Least Square (OLS) Regression Method. Since the p-value (.000) is less than the critical value (0.05), the result indicates that correlation is significant at 5 % level of significant between the independent and dependent variables (Wernerfelt, 1984).

The R square value of 0.999 in the table 5 of model summary above indicates that 99.9% of variation in dependent variable (organizational responsiveness, OR) is explained by the independent variable (adoption of information technology, AIT, leadership change management,

LCM and top management commitment, TMC). Therefore, we can say that the model is good and the test result is not spurious. Also, the adjusted R^2 (R square) value is shown as 0.999 meaning that 99.9% of the changes in organizational performance is explained by the explanatory (independent) variables while the remaining 0.1% is explained by other variables not captured in the model. Moreover, the result of ANOVA regression results indicate the model used is fit and appropriate with $F = 8416.273$ and with 0.000 significant, which indicates that the result obtained in this statistical test is reliable in table 4 above.

DISCUSSION OF FINDINGS

The broad objective of this study is to examine the relationship between Business Process Reengineering and Organizational Performance in Nigerian Banks. The result of ordinary least square regression method showed that business process reengineering variables (top management commitment was statistically significant, while adoption of information technology and leadership change showed insignificant relationship with organizational performance variable (responsiveness). This findings is in agreement with studies of Odede (2018) which revealed that organization structure redesign has significant positive relationship with organizational performance.

However, the findings of this study is in disagreement with study of Kimani (2015) which state that information technology use has significant positive relationship with organizational performance and studies of Ugwu et al., (2020) which revealed that leadership change has significant positive relationship with firm competitiveness.

CONCLUSION, RECOMMENDATION AND FUTURE STUDY

Conclusions

This section presents the conclusion of the study made from the study findings. The findings of research objective revealed that top management commitment has significant relationship with organizational responsiveness. This implies that an improvement in the organizational structure of Nigerian Banks will increase organizational responsiveness which

aims at improving organizational performance. Similarly, the findings also revealed that leadership change and adoption of information technology has insignificant relationship with organizational responsiveness of Nigerian Banks.

Finally, study therefore conclude that continuous improvement in redesigning business process reengineering leads to superior high level of performance in the banking sector.

Recommendations

Based on findings above, the following recommendations were made:

Commercial banks should made top priority reengineering processes in their organizational structure in order to boost their overall performance.

Adoption of a more flexible and flatter structure should be enforced by top management in order to encourage creativity and innovation necessary to achieve effective performance.

Management should periodically appraised their leadership structure to encourage change reforms across levels of the organization.

Adoption of new technology requires training of employees to align with new technological trends and changing conditions of the workplace.

Suggestion for Further Study

This study focused on the relationship between business process reengineering and organizational performance in Nigerian banks. The study looked at three components of business process reengineering that include leadership change, management commitment, and information technology. Further research should identify problems that influence the implementation of these components in the banking sector and other sectors in the Nigerian environment,

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