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Implementation of business process reengineering concept in transforming Nigerian firm: A systematic literature review

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Abstract - This study evaluates the implementation of Business Process Reengineering (BPR) in Nigerian firms, with a particular focus on the financial sector and mobile network operators. The primary objective is to examine how BPR contributes to enhancing organizational efficiency, effectiveness, customer satisfaction, service delivery, quality, and continuous improvement. By restructuring business processes through innovative strategies and tools, BPR aims to significantly improve organizational performance. The study adopts a **systematic literature review** approach, analysing peer-reviewed articles and case studies related to Nigerian financial institutions and mobile service providers. Key sections include an overview of BPR, the tools and techniques employed, the application of Business Action Theory, and the measurable impact of BPR on organizational operations. Through the synthesis of existing literature, the research explores the transformative potential of BPR in terms of operational efficiency, market innovation, and strategic expansion. Findings reveal that BPR has a significant positive impact on Nigerian organizations by fostering better resource utilization, streamlined workflows, and enhanced service delivery. Case studies demonstrate successful implementation in both sectors, where organizations witnessed increased competitiveness and customer satisfaction. The study concludes that BPR holds substantial potential in revolutionizing Nigerian financial and telecommunications sectors by creating pathways for innovation and growth. It recommends that firms adopt strategic planning, ensure optimal resource allocation, and promote change initiatives through sustained leadership and organizational commitment. Additionally, the study provides valuable insights for practitioners and scholars and suggests directions for future research in emerging markets.

Keywords: business process reengineering, financial firms, mobile network operators, operational performance, business action theory (bat)

1. Introduction

In today's rapidly evolving and intensely competitive business environment, organizations around the globe are continuously exploring innovative strategies to secure and maintain a competitive advantage. The relentless pace of technological advancement, coupled with increasing consumer

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expectations and digital disruption, necessitates a transformation in how businesses operate, deliver services, and achieve strategic objectives. Business Process Reengineering (BPR), when integrated with advanced Information Technology (IT), offers a powerful approach for driving organizational transformation and ensuring sustained performance improvements.

Business Process Reengineering (BPR) is not a new concept—it was popularized in the early 1990s by Hammer and Champy (1993), who defined it as a radical redesign of core business processes to achieve dramatic improvements in productivity, efficiency, and service quality. As organizations strive to adapt to external pressures and internal inefficiencies, BPR has re-emerged with renewed relevance, particularly when combined with the capabilities of modern IT systems. Today, BPR initiatives are increasingly being driven by cloud computing, artificial intelligence (AI), robotic process automation (RPA), big data analytics, and real-time collaboration tools.

Information Technology plays a foundational role in enabling and supporting BPR initiatives. IT is no longer simply a tool for back-office functions; it is a strategic enabler of innovation, agility, and competitiveness. Eze, Duan, and Chen (2014) emphasized that the integration of advanced IT infrastructure allows organizations to improve efficiency, reduce redundancies, and enhance decision-making processes.

In the context of BPR, IT facilitates several critical functions:

(1) Automation and Streamlining of Processes: IT enables the automation of repetitive, manual tasks, thereby reducing errors and processing times. For example, AI-powered tools can handle data entry, invoice processing, and customer service queries more efficiently than human operators.

(2) Enhanced Data Management and Analytics: With IT systems, organizations can collect, analyse, and interpret large volumes of data in real time, thus supporting data-driven decision-making.

(3) Improved Communication and Collaboration: Platforms such as Microsoft Teams, Slack, and Zoom have revolutionized how employees interact and collaborate, particularly in geographically dispersed environments.

(4) Scalability and Flexibility: Cloud computing allows businesses to scale their operations without significant upfront investment in hardware. It also provides the flexibility to adapt quickly to changes in demand or business strategy.

These advantages have made IT a cornerstone of modern BPR efforts. In Nigeria, sectors such as automotive, finance, manufacturing, and telecommunications are beginning to realize the benefits of IT-enabled BPR, although challenges persist (Adissu & Chalchisa, 2023).

The urgency to integrate IT with BPR in Nigerian organizations stems from the growing need to remain competitive in a digital-first world. Global trends indicate a shift towards intelligent automation, digital transformation, and customer-centric operations. Unfortunately, many Nigerian organizations remain trapped in outdated operational models that are characterized by manual processes, siloed information systems, and inefficient workflows.

As businesses across the world embrace Industry 4.0 technologies, Nigerian firms must take decisive steps to modernize their operations. Failure to do so not only results in a loss of competitive advantage but also increases the risk of obsolescence in the face of more agile and digitally mature competitors (Molenaar, Kumar, & Van der Aalst, 2023; Lee & Hung, 2022). In a rapidly digitizing global economy, operational inertia can be a death knell for organizations unwilling to adapt.

Despite the theoretical appeal of BPR and IT integration, empirical studies on their effectiveness reveal mixed results. Loukis and Pazalos (2008) demonstrated that BPR acts as a partial mediator between IT investments and business outcomes, suggesting that IT alone is insufficient without concurrent process redesign. Ann and Ogbo (2018) found that Nigerian deposit money banks that adopted innovative rethinking of their processes reported improved competitiveness. However, not all sectors have reaped the benefits.

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Olubayo and Okunbanjo (2020) observed that in the Nigerian food and beverage sector, process functions alone did not significantly impact competitive advantage. Similarly, Orogbu, Onyeizugbe, and Onuzulike (2015) highlighted that while BPR could reduce operational costs, its effectiveness depended heavily on the quality of service delivery. These findings underscore the importance of aligning IT investments with strategic process reengineering initiatives, rather than viewing them as isolated efforts.

Contemporary BPR goes beyond traditional approaches by incorporating cutting-edge technologies that allow for more agile and scalable business models. Innovations such as robotic process automation (RPA) and AI-based predictive analytics are being leveraged to optimize end-to-end workflows, reduce operational complexity, and anticipate market trends. Haller et al. (2021) and Van der Aalst et al. (2020) argue that modern BPR, powered by digital tools, can significantly enhance organizational responsiveness, customer engagement, and innovation capacity.

Cloud platforms such as Amazon Web Services (AWS), Google Cloud, and Microsoft Azure enable real-time integration of processes and data, facilitating a seamless flow of information across departments. These tools provide Nigerian firms with opportunities to leapfrog traditional limitations in infrastructure and adopt cost-effective, scalable, and flexible solutions. Additionally, RPA technologies are increasingly used to manage repetitive tasks in sectors such as banking, healthcare, and logistics, thereby freeing human resources for more strategic roles.

Despite the promise of IT-enabled Business Process Reengineering (BPR) in enhancing organizational efficiency, Nigerian organizations encounter several significant challenges in its implementation. One of the primary obstacles is organizational resistance to change. Employees often view BPR, particularly when it involves automation, as a threat to their job security. Without robust change management strategies in place, such resistance can undermine transformation efforts (Hoffman, 2024). In addition, BPR initiatives are typically associated with high costs and substantial resource demands, including investments in technology, staff training, and consultancy services.

This financial burden is especially difficult for small and medium-sized enterprises (SMEs) to bear. Another issue is the cultural and structural misalignment within organizations. BPR necessitates cross-functional collaboration and a departure from rigid, hierarchical models toward more agile organizational structures. However, many Nigerian firms still operate under inflexible frameworks that hinder adaptability. Furthermore, the lack of digital maturity among organizations is a critical barrier. Limited digital literacy and technical expertise often result in underutilized systems and failed implementations (Kissflow, 2023). Lastly, inadequate infrastructure, including unreliable internet connectivity, inconsistent power supply, and an underdeveloped digital ecosystem, continues to hamper the successful deployment of IT-enabled BPR initiatives across the country.

To overcome the challenges and unlock the full potential of IT-enabled Business Process Reengineering (BPR) in Nigeria, organizations must adopt a strategic and structured approach. Firstly, it is essential to develop a clear vision and roadmap that aligns BPR initiatives with overall strategic objectives. This roadmap should detail the goals, timelines, roles, and expected outcomes to guide the transformation process. Secondly, investing in effective change management is crucial. Organizational leaders must actively engage stakeholders, communicate the benefits of BPR, and support employees through the transition. Comprehensive training and empowerment initiatives can help mitigate resistance and foster acceptance.

Enhancing digital literacy and technical skills is also vital; this can be achieved through continuous professional development and partnerships with educational institutions and technology hubs. Rather than attempting a full-scale transformation all at once, organizations are encouraged to start with pilot projects. These smaller-scale initiatives can help test reengineering concepts, demonstrate tangible value, and build internal confidence. In addition, leveraging public-private partnerships can provide access to much-needed resources, including funding, infrastructure, and

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technical support from government bodies and development organizations. Adopting agile methodologies will further enhance flexibility, enabling iterative development, continuous feedback, and timely adjustments to meet changing business needs. Finally, organizations should establish mechanisms for continuous monitoring and evaluation of BPR outcomes. By tracking key performance indicators (KPIs) such as cost efficiency, process speed, customer satisfaction, and employee productivity, firms can ensure that BPR initiatives deliver measurable improvements and sustained value.

The integration of Information Technology with Business Process Reengineering represents a powerful strategy for driving operational excellence and achieving sustained competitiveness in Nigeria's dynamic business landscape. While challenges remain—ranging from resistance to change and limited digital capacity to infrastructural constraints—strategic planning, leadership commitment, and targeted investments can help organizations overcome these obstacles.

By embracing IT-enabled BPR, Nigerian firms can unlock new levels of efficiency, innovation, and agility. They can respond more effectively to market demands, deliver superior customer experiences, and position themselves for long-term success in an increasingly digital economy. Future research should continue to explore sector-specific case studies and develop context-sensitive frameworks that address the unique realities of Nigerian enterprises.

2. Method

This study adopted a Systematic Literature Review (SLR) approach to gather and evaluate existing knowledge on the implementation of Business Process Reengineering (BPR) within the Nigerian financial sector and mobile network operators. The SLR method was selected to ensure a structured, transparent, and replicable process of identifying, assessing, and synthesizing scholarly sources relevant to the research topic.

2.1 Method of Providing Data

The data used in this study were obtained from peer-reviewed journal articles, conference papers, and reputable publications accessed through academic databases such as Scopus, ScienceDirect, JSTOR, and Google Scholar. The inclusion criteria focused on literature published between 2013 and 2023 to ensure recent and relevant insights. Keywords such as *Business Process Reengineering*, *BPR in Nigeria*, *Nigerian financial sector*, *mobile network operators*, *organizational transformation*, and *operational challenges* were used in the search process. Only articles that explicitly discussed the Nigerian context or had comparative insights involving developing economies with similar technological and regulatory landscapes were selected.

The review primarily focused on identifying challenges associated with operational performance and technological adaptation in Nigeria's financial sector, particularly among banks and mobile operators. The data were categorized into themes such as obsolete infrastructure, customer dissatisfaction, regulatory constraints, and implementation strategies. Particular emphasis was placed on the role of outdated Automated Teller Machines (ATMs), poor internet connectivity, and inefficient manual processes that have hindered customer service delivery and contributed to financial transaction errors and excessive bank charges.

The data gathering process involved a three-stage screening process: (1) Title and abstract upgrades, and assessed their effectiveness based on reported outcomes in the literature.

The thematic analysis employed in this study facilitated a thorough understanding of the interrelated factors influencing the success or failure of Business Process Reengineering (BPR) initiatives in Nigeria. By systematically identifying patterns and drawing correlations from the selected literature, the analysis highlighted both best practices and recurring challenges observed across various case studies. This approach provided valuable insights into how organizations within

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the Nigerian financial and telecommunications sectors can optimize their operational structures to meet the evolving demands of a highly competitive and technology-driven market.

The data collection process was guided by a rigorous three-stage screening procedure: (1) initial screening of titles and abstracts, (2) full-text review of selected studies, and (3) quality appraisal based on the relevance, credibility, and methodological robustness of each source. Articles that were duplicated, lacked scholarly merit, or failed to meet the inclusion criteria were excluded to ensure the reliability and validity of the findings.

2.2 Technique of Analysis

The technique of analysis employed in this study was **thematic analysis**, which is suitable for identifying, analysing, and reporting patterns within qualitative data. After collecting and organizing the literature, the findings were systematically coded based on emerging themes related to BPR challenges and solutions. These themes included operational inefficiencies, resistance to change, regulatory constraints, and technological shortcomings.

The analysis aimed to explore how Nigerian financial institutions and mobile operators have approached BPR as a strategic tool for transforming their business models in response to industry changes. Each theme was analysed in relation to its impact on organizational performance and customer satisfaction. Furthermore, the study examined proposed or implemented solutions, such as digital innovation, staff retraining, and infrastructure.

3. Results and Discussion

3.1 Results

Nigerian banks continue to grapple with outdated administrative systems and inadequate infrastructure, which hinder their ability to meet evolving customer demands. Ugwu et al,. (2023) highlight that many banks rely on obsolete computer systems, limiting real-time processing capabilities and data analytics. This technological lag not only affects customer interactions but also exposes banks to heightened cybersecurity risks.

Furthermore, the regulatory environment in Nigeria presents additional challenges. Strict compliance requirements often lead to complex procedures, creating bottlenecks that impede operational efficiency. Balancing the need for compliance with the agility required for effective business process reengineering (BPR) remains a significant hurdle for financial institutions.

Managing compliance while integrating state-of-the-art technology is crucial for enhancing operational efficiency. The Central Bank of Nigeria's recent recapitalization directive mandates that commercial banks with international authorization maintain a minimum capital of ₦500 billion (approximately $344.83 million) by 2026 (Reuters, 2024). This move aims to strengthen the financial system but also necessitates significant technological investments to meet compliance standards (Onuah, 2024).

However, data privacy concerns have emerged as banks adopt new technologies. For instance, Fidelity Bank was fined ₦555.8 million (about $358,580) by the Nigeria Data Protection Commission for processing personal data without informed consent (Reuters, 2024). Such incidents underscore the importance of aligning technological advancements with robust data protection measures (Eboh, 2024).

Collaborations between traditional banks and fintech companies offer opportunities to enhance customer satisfaction through mobile payments, peer-to-peer lending, and digital wallets. These partnerships can drive innovation and expand financial inclusion, particularly in underserved regions. However, successful integration requires careful alignment of technological systems and regulatory compliance frameworks.

Investing in digital banking platforms is imperative for achieving sustainable growth and organizational agility. Digital transformation can create job opportunities and accelerate economic

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development by streamlining processes and improving customer experiences. Nevertheless, such investments must be accompanied by strategic planning to ensure scalability and resilience.

Despite the increasing reliance on technology, human interaction remains vital in the banking sector. Management should prioritize workforce training, support staff upskilling, and foster a culture of teamwork to ensure successful BPR implementation. Empowering employees with the necessary skills and knowledge is essential for adapting to technological changes and maintaining service quality.

The Nigerian telecommunications industry faces significant challenges, particularly in rural and underserved areas. Inadequate infrastructure and limited access to communication services have historically plagued these communities. According to GSMA, approximately 120 million Nigerians lack access to the internet due to infrastructural gaps and high costs (BusinessDay, 2024; Chukwuajah (2024).

Moreover, the bureaucratic process of obtaining licenses has slowed the expansion and innovation of mobile network operations. Operators also contend with high operational costs, including expenditures on diesel for powering base stations, which can exceed ₦3 billion monthly for companies like Airtel (Nigerian NewsDirect, 2024; Nigerian NewsDirect).

To address these challenges, the Nigerian government has initiated several measures. The Universal Service Provision Fund (USPF) aims to bridge the digital divide by facilitating access to affordable telecommunications services in rural and underserved areas (Wikipedia, 2025). Additionally, policy reforms are being considered to encourage investment in the telecommunications sector, promote public-private partnerships, and subsidize communication services for low-income earners (Wikipedia+1Business Day+1).

3.2 Discussion

The reliance on outdated systems in Nigerian banks significantly hampers their ability to deliver efficient services. The lack of real-time processing and data analytics capabilities restricts customer engagement and decision-making processes. Furthermore, obsolete infrastructure increases vulnerability to cyber threats, necessitating urgent technological upgrades to safeguard sensitive financial data.

While regulatory compliance is essential for maintaining financial stability, it can also introduce complexities that hinder operational efficiency. Banks must navigate these challenges by integrating compliance requirements into their technological frameworks. This integration ensures that advancements in digital banking do not compromise regulatory adherence, thereby fostering a secure and efficient banking environment.

Partnerships between traditional banks and fintech firms present opportunities to expand financial services and reach underserved populations. By leveraging fintech innovations, banks can offer more accessible and user-friendly services. However, these collaborations must be strategically managed to align technological systems and ensure compliance with regulatory standards.

Investing in digital infrastructure is critical for the modernization of banking operations. Such investments enable banks to streamline processes, reduce operational costs, and improve customer experiences. Moreover, a robust digital infrastructure supports scalability and resilience, allowing banks to adapt to changing market dynamics and customer needs.

3.2.5 Role of Human Capital in Business Process Reengineering

While technology plays a pivotal role in BPR, the importance of human capital cannot be overstated. Employees are central to the successful implementation of new processes and technologies. Therefore, continuous training and development programs are essential to equip staff with the skills necessary to navigate technological changes and maintain high service standards.

The telecommunications sector's growth is impeded by infrastructural deficiencies, particularly in rural areas. High operational costs and bureaucratic hurdles further exacerbate these challenges. To overcome these obstacles, strategic investments in infrastructure, streamlined

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licensing processes, and supportive policies are required to foster innovation and expand service coverage.

Government initiatives, such as the USPF and proposed policy reforms, play a crucial role in addressing the infrastructural and regulatory challenges facing the banking and telecommunications sectors. By promoting public-private partnerships and providing subsidies for communication services, the government can stimulate investment, enhance service delivery, and bridge the digital divide (Jaiyeola, 2024).

Some key tools and techniques to consider for BPR include: process mapping, process analysis, process improvement, communication, and collaboration.

A. Process Mapping: Visualizing workflows involve the use of tools like flowcharts, swimlane diagrams, and value stream maps to gain a clear understanding of each step involved in a process. The major aim is to help identify bottlenecks, redundancies, and opportunities for future improvement. **Reference models and best practices** focus on leveraging industry-specific or generic process models as benchmarks to compare your workflows and identify potential areas for adaptation (Hammer & Champy, 1993; Davenport, 2005; Van der Aalst, 2016; Margherita, 2014).

B. Process Analysis: Data-driven insights employ process mining tools to analyze historical data and uncover hidden patterns, bottlenecks, and compliance issues within your processes. **Root cause analysis** employs techniques like Pareto charts and fishbone diagrams to help pinpoint the root causes of process inefficiencies, enabling targeted solutions (Hammer & Champy, 1993; Davenport, 2005; Van der Aalst, 2016).

C. Process Improvement: Lean principles like waste elimination, continuous improvement (Kaizen), and standardized work are implemented to optimize resource allocation and eliminate unnecessary steps. **Automation tools are used** to handle repetitive tasks and freeing up human resources for higher-value activities (Hammer & Champy, 1993; Davenport, 2005; Van der Aalst, 2016).

D. **Collaboration and Communication: Process ownership is used to c**learly define process ownership and accountability to ensure smooth implementation and ongoing optimization. **Stakeholder engagement involves** all stakeholders in the process improvement journey to gather feedback, address concerns, and foster buy-in in the organization (Hammer & Champy, 1993; Davenport, 2005; Van der Aalst, 2016).

This study is built on Business Action Theory formulated by Goldkuhl in 1996. The theory explains the way the changing environment of business operations predisposes organizations to take certain actions in re-evaluating their performance against the stated objective. This is viewed on the ground that the dynamism of the business environment is orchestrated by the interplay among various elements of the environment, and as such, organizations must exert considerable efforts to improve their performance by strategically redesigning their business processes to meet the demands of the environment.

Goldkuhl (1996) identified six critical but largely divergent phases that predisposed organizations to take business actions. They include; the business establishment phase, exposure to business environment phases, contact establishment phase, contractual phase, fulfillment phase, and completion phase. These phases according to Goldkuhl (1996) describe various business actions that enable organizations to interact with their environment especially when re-evaluating the business processes. The assumptions of the theory are as follows: (1). Improved organizational performance is essentially enhanced when operations managers proactively respond to its changing environment. (2). The ability of organizations to re-evaluate their business processes sustain and improve their competitiveness. (3). The organization takes certain business actions in redesigning its business processes in an attempt to meet the demands of the environment.

This section looked at previous studies conducted on this subject with different results. Some of these studies conducted in different countries are stated below.

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Ann and Ogbo (2018) determined the impact of business process re-engineering on the competitiveness of deposit money banks in Nigeria. The study population comprised 17,977 staff of the deposit money banks in the North Central Zone of Nigeria. The sample size of 504 respondents was derived from the population, using the Freund and Williams Sampling formula. Hypothesis testing was conducted by using the Pearson Product Moment Correlation Coefficient for hypotheses one and two, and the Z-test for hypothesis three. The findings revealed that corporate restructuring and competitive advantage had a positive relationship. On the contrary, findings also showed that there was a significant positive relationship between innovative rethinking and market shares. Results showed that resistance to change and poor project management were key barriers that affected business process re-engineering in money deposit banks in North Central.

Olubayo and Okunbanjo (2020) also examined the effects of business process reengineering (BRP) on organizational performance in the food and beverage industry in Nigeria. The study adopted survey research design and multi-stage sampling methods as methods of data collection. The population of the study was 7969 full-time staff of three breweries. Primary data were generated through a questionnaire to generate data for the research. A sample size of 400 was derived using Taro Yamane formula. Multiple regression analysis was employed to analyze the data. Findings showed that organizational resources and process function had a negative and insignificant effect on competitive advantage. On the contrary, innovative thinking had a positive and significant effect on competitive advantage. Findings also showed that the components of business process reengineering (organizational resources, innovative thinking, and process function) had a positive and significant effect on operational performance.

Orogbo et al. (2015) examine how business process reengineering affects organizational performance in selected automobile firms in Nigeria. The study population comprised a total population of 827 and the sample size was calculated as 112 statistically using the Taro Yamane formula. The hypothesis was tested and determined using Pearson correlation and Z-test to generate the results. Findings showed that there exists a significant positive relationship between work process innovation and employee retention.

Obalum and Okocha (2018) conducted a study on how business reengineering affects the corporate performance of deposit money banks in Rivers State. This study adopted a quantitative research design using a survey method. The study population includes; ten deposit money banks randomly chosen by the researcher. The frame of ten (10) respondents from each bank was studied through questionnaire dispensation. The Spearman Rank Order Correlation Coefficient statistical instrument was espoused in testing the connection between the factors under investigation. Findings revealed that innovative thinking and process function had an insignificant relation with corporate performance.

Ann et al,. (2015) conducted a study on the impact of structure on the organizational performance of selected technical and service firms in Nigeria. The study population comprised Innoson Nigeria Ltd and Etisalat in Enugu State. Two sources of data were utilized in the study: they included primary and secondary sources. The primary data were sourced from a total population of eighty (80) respondents. Out of the eighty (80) copies of the questionnaire administered, only seventy-eight (78) were completed, returned, and utilized for the study. Simple percentage (%), chi-square, and correlation were used in testing the study hypothesis to collect data. Findings revealed that decentralization had a significant relationship with decision-making in technical and service firms in Nigeria. On the contrary, the result also showed that task routine had an insignificant relationship with staff productivity. Findings also showed that a significant positive relationship existed between a narrow span of control and efficiency in organizations.

Bako and Banmeke (2019) examined the impact of business process reengineering on organizational performance using Commercial Banks in Ogun State, Nigeria. The data were analyzed using the regression method. Both primary and secondary data were sourced to generate results for

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the study. Primary data were sourced from a population of 124 respondents (staff) of commercial banks and microfinance banks. The questionnaire was distributed to the respondents using simple random sampling techniques. Findings revealed that business process reengineering had a significant positive impact on innovative and strategic changes in the organization. Findings also revealed that business process reengineering had a significant influence on the quality of service rendered by the organization.

Nzewi et al,. (2015) investigated the effect of Business Process Reengineering on the performance of Courier service organizations in Anambra State, Nigeria. The study employed a descriptive research design and questionnaire as an instrument for data collection. The study hypotheses were analyzed using multiple regression methods to generate results. Findings revealed that BPR factors (change management, process redesign, management commitment, and Information Technology infrastructure) had a significant relationship with organizational performance.

Ikon et al,. (2018), analyzed BPR and Competitive Advantage in a recessed economy using selected brewery firms in Anambra State, Nigeria. Data was collected and analyzed using the correlation method. Findings indicated that the BPR factor (management commitment) positively correlates with innovative strength in the focused firms.

Sunday and Adenike (2017) conducted a study to determine the effects of Business Process Reengineering on the performance of organizations. The research adopted a quantitative design and questionnaire as instruments for data collection. The population of this study comprises all staff of Covenant Micro Finance Bank as well as the customers of the banks. The total population of the study comprised 51 employees and 303 customers of Covenant Micro Finance Bank. Data were analyzed through the use of, frequency tables, Pearson correlation coefficient, and percentages to generate results. The result revealed that organizational centralization and formalization had a positive significant relationship with customer satisfaction and profitability.

Nwekpa and Ngwuta (2017) carried out a study on Business Process Reengineering and Organizational Performance of Innoson Technical and Industrial Company, Emene, Enugu. A survey research design was adopted and a structured questionnaire was administered to the sample of two hundred and sixty-one (261), out of which, two hundred and fifty (250) copies of the questionnaire were successfully returned, hence used for the analysis. Data collected from the respondents were analyzed with the Pearson Correlation Coefficient. The study that BPR variables (creative rethinking, radical change, and fundamental thinking) had a significant relationship with profitability (market share and sustainability).

Ebi and Onochie (2021) examined the impact of Business Process Reengineering on the Performance of Commercial Banks in Anambra State, Nigeria. The study adopted a quantitative research approach using a survey research design. The target population was made up of all employees of the commercial banks given as 1,200. A sample of 400 was drawn from the population using Godden's formula. A simple regression analysis was used in testing the hypotheses. The study revealed that a flatter structure positively influences performance. Findings also showed that change management positively correlates with performance.

Akam and Kekeocha (2016) examined the effect of business process reengineering on organizational performance in Nigeria. A survey research design and questionnaire were used as instruments for data collection. The study employed both primary sources in generating the data for the study. The total population of the study was 1,883, and the sample size was determined statistically as 330 using Taro Yamane's statistical tool. Out of 330 copies of questionnaires distributed, out of which, 304 were returned and utilized for the study. Pearson product-moment correlation coefficient statistical tool was used to test the research hypothesis and generate result for the study with the aid of SPSS. Findings revealed that the adoption of business process reengineering had a significant influence on organizational performance.

Sungau and Ndunguru (2014) carried out a study on the influence of business process

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reengineering (BPR) on operational costs in service organizations in Tanzania. The study used cross-sectional survey design and questionnaires as instruments for data collection. Primary data were obtained from 95 service organizations. Results of the study revealed that BPR and delivery speed had no direct influence on operational cost. This implies that BPR had an indirect influence on operational costs through the mediation (intervention) of service quality. The study concludes that BPR influences service quality and delivery speed which has an overall influence on the operational cost of service organization.

Business Process Reengineering (BPR) continues to evolve as a crucial strategy for improving organizational efficiency and performance. It involves radical redesign of business processes to achieve substantial improvements in critical performance measures such as cost, quality, service, and speed (Orogbu,. 2015). Studies have shown that BPR can significantly reduce operational costs and enhance delivery speed when effectively implemented, although these benefits often depend on mediating factors such as service quality and IT adoption (Orogbu,. 2015).

The integration of Information Technology (IT) into BPR has become even more vital in today's digital economy, where intelligent automation, AI-driven analytics, and cloud-based systems are redefining business operations (Smith, 2020; Tucci, 2022). IT not only supports the automation of reengineered processes but also enhances decision-making and responsiveness (Van der Aalst, La Rosa, & van der Werf, 2020). However, this integration is often challenged by organizational resistance, poor infrastructure, and the high costs associated with technology deployment (Wasch, 2023).

In Nigeria, the gap between IT infrastructure and effective BPR execution remains a concern. With over 120 million Nigerians lacking internet access due to infrastructural gaps, many organizations struggle to implement IT-enabled BPR solutions (Chukwuajah, 2024). Moreover, several Nigerian banks and corporations have been fined or reprimanded for data breaches and non-compliance with digital standards, reflecting broader challenges in digital transformation (Eboh, 2024; Onuah, 2024).

Despite these challenges, some Nigerian banks have reported performance improvements through innovative BPR initiatives (Ugwu,. 2023). Nevertheless, evidence from the food and beverage industry suggests that process functions alone do not necessarily lead to competitive advantage unless supported by structural and cultural alignment (Orogbu,. 2015).

The literature also reveals divergent views on the extent to which IT investments translate into business performance. While some researchers suggest that IT positively influences operational outcomes only when mediated by BPR (Loukis & Pazalos, 2008), others argue that IT is an enabler that must be aligned with broader organizational goals to deliver value (Smith, 2020; Shir, 2020).

Organizational structure plays a significant role in determining the success of BPR implementation. Centralized structures often impede innovation, while flexible and adaptive structures facilitate reengineering processes (Sunday & Adenike, 2017). Furthermore, case studies in service organizations demonstrate that BPR, when strategically implemented, can lead to sustainable cost reduction and productivity improvement (Sungau & Ndunguru, 2014).

More recently, researchers have begun to emphasize the role of digital tools and data governance in enabling successful BPR. The growing concern around data privacy and the penalties associated with breaches, as seen in the case of Fidelity Bank, highlight the importance of compliance and risk management in digital reengineering initiatives (Eboh, 2024).

While modern technologies such as robotic process automation and cloud computing offer new avenues for transformation, they also require significant investments in human capital, training, and change management (Haller et al., 2021; Wasch, 2023). Resistance from employees, lack of leadership support, and cultural inertia remain major barriers to BPR success in both developed and developing economies (Hoffman, 2024; Kissflow, 2023).

Despite the challenges, the push for recapitalization and improved performance among

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Nigerian lenders indicates a growing recognition of the need for organizational transformation through BPR and IT (Onuah, 2024). Strategic alignment, adequate funding, and policy support from government agencies such as the Universal Service Provision Fund could further enhance digital adoption (Wikipedia, 2025).

In conclusion, BPR remains a potent strategy for organizational renewal, but its success in the Nigerian context depends heavily on the effective integration of IT, supportive infrastructure, and an adaptive organizational culture (Ugwu et al,. 2023; Smith, 2020; Orogbu et al,. 2015).

4. Conclusion and Recommendations

4.1 Conclusion

Business Process Reengineering (BPR) has significantly transformed Nigeria's financial and mobile telecommunications sectors, ushering in an era of innovation, efficiency, and market expansion. By fundamentally rethinking and redesigning core processes, BPR has helped organizations in these sectors to break away from outdated operational practices and embrace strategies that align with the dynamic demands of a digital economy.

The integration of BPR with organizational learning has further strengthened the potential for long-term improvement. Both concepts emphasize continuous learning, knowledge sharing, and the need for flexible adaptation to changing business environments. In particular, BPR's focus on fundamental rethinking complements organizational learning by encouraging institutions to critically assess their traditional workflows, eliminate redundancies, and adopt more agile and customer-centred models.

Technology has played a pivotal role in enabling this transformation. The adoption of advanced technologies such as artificial intelligence, machine learning, data analytics, cloud computing, and robotics has empowered Nigerian financial and telecommunications institutions to analyse operational bottlenecks, improve service delivery, and enhance decision-making processes. These technologies not only improve accuracy and speed but also allow human resources to redirect their efforts toward more strategic and creative functions, thus enhancing organizational value.

Furthermore, collaboration between the government and private sectors has proven essential in facilitating this change. Government policies and regulatory frameworks that support digital infrastructure and innovation have created an enabling environment for the private sector to invest in scalable and inclusive technologies. Public-private partnerships have also contributed to bridging the infrastructural and financial gaps, especially in underserved regions, promoting financial inclusion and digital connectivity.

In summary, BPR has acted as a catalyst for transformation in Nigeria's financial and telecommunications sectors. When combined with strong leadership, effective change management, and technology-driven innovation, BPR lays the foundation for sustainable growth, operational excellence, and increased competitiveness in the global market.

4.2 Recommendations

Based on the findings and analysis, the following recommendations are proposed to enhance the effectiveness of Business Process Reengineering initiatives in Nigeria's key sectors:

(1) Strengthen Leadership and Strategic Alignment: Organizations must ensure that their top leadership provides clear strategic direction for BPR initiatives. Executive management should allocate adequate resources, set measurable objectives, and actively champion the change process. Sustained commitment from top-level leaders to frontline staff is crucial to building momentum and overcoming resistance to change.

(2) Foster Inclusive Stakeholder Engagement and Transparent Communication: Successful BPR implementation requires the active participation of all stakeholders, including employees, customers, partners, and regulators. Engaging stakeholders in the planning and execution stages enhances buy-in, minimizes resistance, and ensures that the redesigned processes are relevant

and practical. Transparent and continuous communication fosters trust and builds a culture of collaboration and innovation.

(3) Invest in Capacity Building and Change Management: Organizations should prioritize training and capacity development to prepare employees for new roles and responsibilities. Structured change management programs, including workshops, mentoring, and continuous feedback mechanisms, are essential to facilitate a smooth transition. By equipping employees with the right skills and mindset, organizations can ensure the long-term success of BPR initiatives.

(4) Promote Technological Integration and Innovation: Institutions should continue to invest in modern technological solutions that enhance process automation, data analysis, and service delivery. Leveraging technologies such as AI, blockchain, and cloud computing will not only increase efficiency but also provide insights for future innovation and strategic planning.

By implementing these recommendations, Nigerian organizations can deepen the impact of BPR and position themselves for future growth in a rapidly evolving global marketplace.

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