

Business Process Reengineering and Organisational Performance in Nigeria Deposit Money Bank

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Abstract

This study examined the effect of business process reengineering (BPR) on organizational performance in Nigerian Deposit Money Bank. The study adopted ex-post facto research design and purposive sampling technique to select three out of the twenty two deposit money banks in Nigeria. The study used secondary data collected from the financial statements and annual reports of various issues of the sampled banks. However, the data were computed using a profitability ratio, specifically return on assets (ROA). The data collected were analyzed using both, t-test and regression statistics. The results revealed that there is a significant difference in the pre-BPR and post-BPR profitability performance of banks. In the same vein, result from

testing of the second hypothesis showed that BPR implementation has a significant impact on the operational performance of banks in Nigeria. Based on the findings of the study, it was concluded that implementation of BPR in the banking industry is very critical to the achievement of desired performance in the area of profitability and operational efficiency. It is therefore recommended to top management to understand that BPR process is better accomplished when it is accompanied by the integration of information technology resources.

Keywords: Business Process Reengineering; Profitability; Organization Performance; Resource-Based View Theory; Dynamic Capabilities Theory.

Introduction

Business process re-engineering has been traced to the late 1980s when it received tremendous attention in both, academic and management literature, and it is now a popular change approach throughout the world. Specifically, it was suggested from the ideas of Hammer and Champy (1993); Davenport (1993), that BPR should concentrate on processes rather than structures (functions) as the primary focus on the management of business activity. Organizational performance has become a watchword in modern business; as a result, there are inevitable pressures for business process re-engineering. The rampant and rapid expansion of competition across markets and geographic brought important questions such as “How should work be redesigned”? “Who does it”? “How is it get done”? These questions initiated business process re-engineering into the overall strategy for sustained competitive advantage, reduction of costs, differentiated products and effective price management, with greater impact and perfect execution.

Sidikat and Ayanda (2008) opined that business process is simply a set of activities that transformed a set of inputs into a set of outputs for another person using people and equipments. Hence, business process entailed a set of logically related tasks performed to achieve a defined business output or outcome. Hammer and Champy (1993) argued that business process is the fundamental reconsideration and radical redesign of organizational process, in order to achieve drastic improvement of current performance in cost, service and speed, which enjoys a fair measure of consensus.

Business process re-engineering is a strong approach to finding new ways of conducting an organization's business. It is a critical means to aid business, examine its old methods and processes towards gaining competitive advantage. BPR can be regarded as a strategic means of starting business in a new way, by applying fresh methods, processes and procedures in performing certain tasks more effectively and efficiently. In essence, these innovative design and implementation change may involve changing organization structure, infrastructure, performance measure, reward system, values for customers and behaviors.

The re-engineering efforts especially in the banking industry are now on improving organizational performance. This is because patterns of competitive advantage and customers' satisfaction in the banking industry have changed dramatically over the years. However, high-technology banking through information technology is changing the relationships patterns between customers and financial institutions such that sustained growth requires more than mere uncalculated risk-taking. Therefore, as customers increasingly demand for around the clock banking services from the industry, banks that must be relevant and remain competitive should be ready to offer wired (electronic) services that exceed their customers' expectations. Moreover, as businesses are increasingly becoming globalized and bank customers also spread their client horizons, banks must reposition themselves to meet and exceed customer demands for fast fund movement across the globe. Thus, banks must endeavor to respond to these challenges by re-engineering their operations and organization settings.

Therefore, this study is necessitated to bridge the gap among earlier studies by assessing the impact of business process re-engineering (BPR) on organizational performance, with special focus on profitability as performance proxy, being a unifying indicator between

this particular study and the existing ones, with reference to deposit money banks in Nigeria. The study also examines the difference between pre-BPR and post-BPR profitability performance of banks in Nigeria, in order to ascertain the extent of business process re-engineering impact on operational performance.

Theoretical Framework

Resource-Based view Theory

The Resource Based View (RBV) was propounded by Penrose in 1959. The theory argued that the competitiveness of a firm is achieved through deliverance of superior value to customers (Musya, 2013). The businesses must strategically identify and utilize resources of a firm in order to sustain competitive advantage (Collier, 2013). The RBV theory argued that firms have three categories of resources; these are physical capital, human capital and organizational capital (Mutuvi, 2013). The other critical component of the RBV theory is the concept of capability. A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a collection of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns (Kavoo, 2013). In the context of the BPR processes within the banking industry, the firms must reorganize the physical capital, human capital and organizational capital with a view of optimally utilizing their resources to achieve the organizational and operational performance objectives. Resource-based view is the underlying theory in this study which explains the relationship between organizational resources and sustaining a competitive advantage for superior organizational performance relative to competitors (Fahy, 2000).

Dynamic Capabilities Theory

The dynamic capabilities theory is based on the notion that the business world is characterized by a hyper competition (Bartai, 2014). For the firms to gain and sustain the competitive advantage, they must strive to continually rearrange their internal resources and capabilities, that is, dynamic capabilities (Ndanu, 2014). In this context, the dynamic capabilities are defined as a firm's strategy to constantly integrate, reconfigure, renew and recreate internal and external resources in response to dynamic and rapidly shifting market environments in order to attain and sustain competitive advantage (Kulundu, 2014). The BPR

process enables the firms to create dynamic capabilities through the reorganization of the available resources to ensure optimum performance.

Literature review

Business Process Reengineering (BPR)

Business process is a set of activities that transform a set of complex business activities or old inputs into friendly and easy to use interrelated set of activities through information technology, to produce outputs for another person or process using people and equipment. Business Process Reengineering (BPR) is concerned with the fundamental rethinking and radical redesign of a business process to obtain dramatic and sustained improvements in quality, cost, service, lead time, flexibility and innovation (Acharya, 2015). It is further stressed that BPR focuses overall process starting from product conceptual stage to final product design. It provides the opportunity to reengineer the process or minimize radically the number of activities it will take to carry out a process using advanced Information Technology (IT).

Acharya (2015) declared that BPR is a transformation as opposed to 'change' that alters the basic rhythm and character of the organization. Stoica, Chawat and Shin (2004) stressed that BPR is the evaluation and amendment of strategy, process, technology, organization and culture.

Also, in the service industry like banking sector, business activities have undergone dramatic changes in recent times, both local and global. The banking environment is provided with the resources, opportunities for its existence and equally imposed determinants on a bank to what it can or cannot do. However, if a bank must survive, grow and remain prosperous, it must adapt itself to the demands of the changing environment (Acharya, 2015). Therefore, all of these changes have necessitated the banking sector to begin to rethink new, better and more effective ways of doing business for a prosperous existence, hence the need for BPR to improve organizational performance through information technology. This can help to revolutionize the relationship between customers and financial institutions, as well respond to the challenges like globalised business, spread clientele, repositioning to meet and exceed customer needs for fast funds movement across the globe.

BPR is a continuous process of screening and re-engineering to bring about excellence in the service delivery to stakeholders (Acharya, 2015). Nadeem and Ahmad (2016) contended that business process reengineering (BPR) is important and organizations today are using this approach to improve their performances to become more efficient and effective. BPR is better because it focuses on goals, objectives and targets, which are not only understandable but also easy to attain to reduce the cost, improve the customer satisfaction, loyalty and performance of the organizations.

Business process reengineering is also a management discipline for analyzing and redesigning current business processes and their components in terms of efficiency, effectiveness and added value to the objectives of the business (Herzog, Polajnar and Tonchia, 2007). In essence, BPR seeks to split away from the old and current processes to come up with an improved procedure and channel of activities in new fashion that enable use of IT with support of people in organization. In this regard, every organization that is aiming to implement reengineering must be careful and not take anything for granted; determine what a company needs and how effectively it can be done. In addition, BPR implementation must come with dramatic improvement, and thus guarantee greater performance in the long run.

There are many possible benefits from reengineering that translate into improved organizational performance. Some of these benefits include, gaining competitive advantage over other firms in the same industry; aligning human resources, processes and technology with strategic goals and objectives of organization; and the integration of business processes that work efficiently. Organization performance comprises the actual output or results of an organization as measured against its inputs. Organizational performance measures allow companies to focus attention on areas that need improvement by assessing how well work is done in terms of cost, quality and time. Organizational performance metrics have multiple dimensional scales for its measurement (Ringim, Razalli and Hasnan, 2012). For example, some financial performance indicators employed in previous studies are, profitability, success rate of new service or product introduction, after tax return on investment, sales growth and after tax return on assets; whereas example of non-financial performance indicators includes: customer satisfaction, customer focus, market research and customer relationship management, quality and process improvement.

In this study, organizational performance is referred to as the level of bank performance in terms of financial performance indicators (profitability) only, but not non-financial indicators as different from both financial and non-financial performance indicators used by Ringim, Razalli and Hasnan (2012) in their work titled 'moderating effect of information technology (IT) capability on the relationship between business process reengineering factors and organizational performance of Malaysian banks'. However, Gomes, Yasin and Lisboa (2004) revealed that emphasis on the performance measurement adopted by any organization is dependent on the objective of such an organization at a particular situation. Hence, in whatever situation or perception of management in defining organizational performance, it means a continued success and achievement of an organization.

Magutu, Nyamwange and Kaptoge (2010) studied the relationship between business process reengineering and competitive advantage of Wrigley Company. The research was conducted by collecting primary data from the employees of the company through online questionnaires, and it was found in the study that the Wrigley Company gained competitive advantage by implementing BPR.

Ringin, Razalli and Hasnan (2011) examined the critical success factors for business process management of small and medium banks in Nigeria. However, the study focused on a large scale survey of five critical success factors of BPM implementation, such as IT investment, volume of financial activities, personnel commitment, strong capital base and effective reward system. Findings from the study showed that IT investment, personal commitment and volume of financial activities have significant relationship with overall organizational performance, in terms of cost reduction, customer service management and operational efficiency performance; while effective reward system is not.

Nisar, Ahmad and Ahmad (2014) further explored the factors that contribute to success of business process reengineering and its impact on organizational performance of Pakistani banks. In their methodology, open-ended interview was used to gather necessary information on those factors that contribute to successful BPR implementation in the banking industry. Results from the study revealed that business process reengineering has strong positive and significant association with organizational performance.

Nadeem and Ahmad (2016) improved on the study that has been conducted on BPR in the Pakistan banking industry. In the study, pilot

test was used and closed-ended questionnaires were also used on a five-point rating scale. However, descriptive and inferential statistics were used to analyze the data collected from the questionnaires. Innovation, information technology use and change management were all used as the constructs to measure the existence and impact of BPR on organizational performance. The findings from the study revealed that the dimensions of BPR are reliable and valid. The outcomes of BPR implementation are significant and its execution was found in various operational processes in the banks of Pakistan.

Sungau, Ndunguru and Kimeme (2013) assessed the influence of BPR on service quality of service industry in Tanzania. The study adopted a cross-sectional survey design and Z-score for its data analysis. In all, ninety five service organizations in Tanzania were selected as sample. Renovation, networking, service quality and delivering speed were used as valid constructs. It was discovered that BPR positively affects delivering speed which in turn affects service quality. In other words, findings showed that BPR has significant positive effect on both service quality and delivering speed of service industry in Tanzania.

Archarya (2015) examined the role and impact of BPR in Andhra Commercial banks. Questionnaire was used as a means through which data are gathered. However, frequency and percentage analysis, and t-test paired sample statistic were used for analyzing the data collected through the questionnaire administered to the customers and employees of the bank. Unlike other studies conducted on BPR in Pakistan banks, the findings of the study revealed that the customers and employees favored implementation of BPR, since it reduces the process time in business operations and strengthen the bank.

In Nigeria, Ringim, Osman, Hasnan and Razalli (2013) explored the implementation of BPR in Nigerian banks. The study objectives are to determine the current status of an operational process reengineered in the Nigerian banks, and the most organizational objective of BPR implementation in Nigerian banks. Questionnaire survey was used to collect data from sampled banks. Operating cost containment, improvement of customer service and increase revenue are relevant constructs used. It was found that Nigerian banks have reengineered most of the operational processes like branch operations, customer services, cash tellering services, cheque clearing, domestic fund transfer, loan processing, credit administration and appraisal. It was

therefore gathered through the study that enhancement of profit is the most objective of BPR implementation.

In addition, Sidikat and Ayanda (2008) examined the impact assessment of business process reengineering on organizational performance. Findings from the study revealed that reengineering is a useful weapon for any organization seeking improvement in their current organizational performance. This finding is not different from that of Agbadudu (2010) which found a significant positive relationship between corporate performance and BPR.

Critical success factors for BPR implementation

Different researchers have defined different critical success factors for successful BPR implementation, and based on a comprehensive review of the literature, the following critical success factors for successful BPR implementation are discussed:

i. Collaborative Working Environment: Jamali, Abbaszadeh, Ebrahimi and Maleki (2011) declared that collaborative working environment is one of the most widely cited factors in the literature to have a successful BPR implementation. They further argued that employees work together and have friendly interactions in organizations, as a main feature of any dynamic environment. Hesson, Al-Ameed, and Samaka (2007) stated that collaborative climate reduces resistance to change and simplifies BPR implementation.

ii. Top Management Commitment and Support: Al-Mashari, Irani and Zairi (2001) argued that top management plays the most important role in the organization and determines the strategic direction of the organization. In other words, the belief is that the degree of top management support in BPR implementation is very crucial. As a result, top management is expected to have adequate knowledge about BPR implementation and make important decisions in its implementation process. Top management should motivate employees and have a friendly interaction with BPR team. Therefore, the role of top management in creation of an organization climate that empowers employees is highly important.

iii. Information Technology (IT) Infrastructure: Jamali, Abbaszadeh, Ebrahimi and Maleki (2011) stated that appropriate IT infrastructure is critically needed to achieve the expected results in BPR implementation. In most cases, BPR projects starts from IT department, because IT plays a critical and central role in BPR projects. Thus, IT

does not only speed up the process to be carried out in BPR projects, but also integrate processes and reduces errors, hence improves productivity.

iv. **Training:** Terziovski, Fitzpatrick and O'Neill (2003) argued that training plays a crucial role in BPR implementation; and for the fact that BPR changes the organizational processes, employees should have adequate skills to do the new tasks. As a result, a proper training program should be organized for the concerned employees to enable them have an in-depth understanding of their new tasks.

v. **Less Bureaucratic Structure:** A flexible organizational structure enables BPR to encourage creativity and innovativeness in the organization (Jamali, Abbaszadeh, Ebrahimi and Maleki, 2011). It thus means that having a less bureaucratic and more participative structure is essential for successful BPR implementation. This is in support of what McAdam (2003) said that organizations should apply a more participative structure to avoid failure of BPR implementation.

vi. **Culture:** In the literature, culture has been recognized as a critical success factors for BPR implementation. Coordination, employees' involvement and friendly interactions are recognized as the standard feature of an innovative organizational culture. Hence, effective utilization of employees' ideas enables organizations to achieve their expected results. In other words, a strong appropriate culture makes positive changes, avoids stress and reduces resistance to change.

vii. **Adequate Financial Resources:** Adequate financial resource is critical to successful implementation of BPR. Therefore, budget allocation to BPR is a long-term investment for achieving favorable results. Since BPR implementation is a costly process, organizations must have adequate financial resources for implementing changes and altering with unpredictable situations.

Methodology and Purpose of the study

This research study employed an ex-post facto research design. The population of the study is twenty one deposit money banks in Nigeria, out of which three were purposively selected as sample. The selected banks are big international banks, controlling more than 40% of banking sector in Nigeria. They are First Bank Nigeria Plc, United Bank for Africa Plc and Access Bank Nigeria Plc. Data used for this study were extracted from the banks' summary of financial statement of accounts and audited annual reports of the sampled banks.

The study covered data from the period 1991-1995 and 2011-2015 for pre and post BPR respectively. T-test and Regression analysis were used to analyze the data, and to test the first and second hypotheses. Furthermore, to be able to test the impact of BPR on the performance of selected banks using data from audited financial statements, the profitability ratio representing performance indicator of sampled banks before and after BPR implementation was adopted, as seen in the work of Aregbeyen (2011) and Rose and Hudgins (2005). Therefore, this study clearly highlighted the pre and post BPR implementation periods for the ratio as proxy for banks' performance, following five years before period 1991-1995 and five years after period 2011-2015.

Model Specification is the mathematical representation of the relationship between independent variable (Business Process Re-engineering) and dependent variable (Organizational Performance). The mathematical equation below therefore shows the linearity between dependent and independent variables as thus:

if, $Y = f(X)$ i
 and $Y = O_p = P_t$
 then, $X = B_{PR}$,
 where, Y represents Organizational Performance (O_p)
 X represents Business Process Re-engineering (B_{PR})
 P_t = Profitability, organizational performance proxy
 If $Y = a + bX$ ii
 such that, $Y = a + bX + e$
 then, $O_p = a_0 + b(B_{PR}) + e$
 $P_t = a_0 + bB_{PR} + e$ iii

Where, a_0 = the slope or intercept of the dependent variable, organization performance (O_p).

b = coefficients of independent variable, business process re-engineering (B_{PR}).

P_t = proxy of dependent variable, organization performance (O_p).

e = Error term.

A Priori Expectation: First, based on the formulated hypothesis, it is expected that there would be a significant difference between pre-BPR and post-BPR profitability performance of banks in Nigeria. In other words, the researcher expected that the mean scores of the sampled banks' profitability performance for pre and post-BPR implementation periods

would be significantly different from each other. Hence, the mean score of the sampled banks' post-BPR profitability performance is expected to be higher than the mean score of the pre-BPR period. Also, the researcher expected that the calculated value (i.e. empirical value) for hypothesis testing of the impact of BPR on operational performance of banks would be greater than the tabulated value (i.e. critical value) at 5% level of significance (i.e. $p < 0.05$). Therefore, using the data of pre and post-BPR profitability of sampled banks for the test of the formulated hypothesis, it is expected that BPR implementation would have a significant impact on operational performance of banks in Nigeria.

Results

Table no. 1.1. Computed figures of performance indicators for three sampled money deposit banks in Nigeria - Pre BPR Implementation

Banks	Perfor mance Proxy	1991	1992	Pre- BPR 1993	1994	1995	2011	2012
FBN Ltd.	ROTA	0.00	0.02	0.02	0.02	0.01	0.01	0.03
UBA Plc.	ROTA	0.01	0.02	0.03	0.01	0.02	0.00	0.02
ACCE SS Bank Plc.	ROTA	0.02	0.01	0.02	0.01	0.01	0.02	0.02

Source: Financial Statements of Accounts of Sampled Banks of various issues (1991-1995 and 2011-2015)

Table no. 1.2. Computed figures of performance indicators for three sampled money deposit banks in Nigeria - Post-BPR Implementation

Banks	Performance Proxy	Post-BPR 2013	2014	2015
FBN Ltd.	ROTA	0.02	0.02	0.01
UBA Plc.	ROTA	0.01	0.02	0.02
ACCESS Bank Plc.	ROTA	0.02	0.02	0.03

Source: Financial Statements of Accounts of Sampled Banks of various issues (1991-1995 and 2011-2015)

Hypotheses testing

H_{01} : There is no significant difference in the pre-BPR and post-BPR profitability performance of banks in Nigeria.

Table no. 2. T-Test Paired Sample Statistics of the Sampled Banks' Profitability Ratio before and after BPR Implementation.

Pair	Pre-BPR ₁ (MEAN)	Post-BPR ₂ (MEAN)	Mean Diff ₁₋₂	Std. D	Std. Error	t-cal	t-tab (5%)
Profitability Ratio	0.046	0.058	-0.012	0.011	0.005	-2.449	2.015

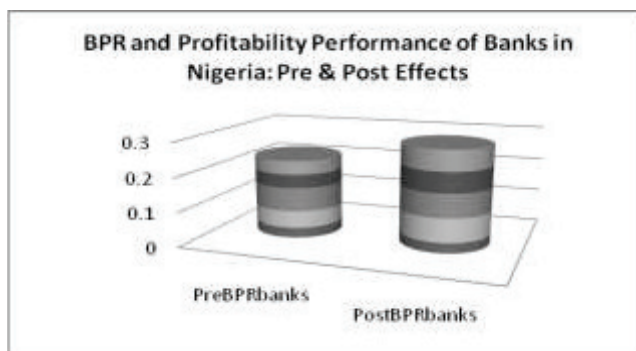
Source: Researcher's Computation, 2017 (SPSS, 20)

Results interpretation

Table no. 2 reveals that the mean scores of the profitability performance ratio (ROTA) of the sampled banks before and after BPR implementation are significantly different from each other. It thus means that the implementation of BPR significantly influence the profitability performance of banks. This result is evidenced by a significant difference in the mean score (0.058) of post-BPR profitability of banks greater than the mean score (0.046) of pre-BPR profitability of banks with standard deviation of 0.012 at 0.05 level of significance. Hence, the calculated value is given as -2.449 and the tabulated value as 2.015. Thus, there is a significant difference between pre-BPR and post-BPR profitability performance of banks.

The implication of this result is that, the implementation of BPR in the banking sector has brought about relatively little changes in organizational performance which is due to management ability to use its assets or resources more efficiently to generate desired profit. This is also supported by the resource based view theory upon which this study is hinged that BPR implementation enhances organizational resources by equipping the organization with effective processes, structures and system that are necessary for the achievement of organizational performance. As a result, a null hypothesis is rejected, while the alternate hypothesis is accepted. In other words, the profitability position of banks in Nigeria after BPR implementation significantly improved and shifted from former and thus is now better off.

Fig. no. 1. Graphical representation showing the influence of BPR implementation on the profitability performance of banks in Nigeria



Hypothesis Two:

Ho₂: Business process re-engineering has no significant impact on organizational performance of banks in Nigeria.

Table no. 3. Result of the Regression Statistics showing the impact of BPR Implementation on organizational performance of banks in Nigeria

Variable	Coefficient	Std. Error	t-Statistics
C		.021	.251
BPR Implementation	.762	.345	2.041
R	0.762 ^a		
R-squared	.581		
Adjusted R-squared	.442		
S.E. of regression	.01133		
F-statistic	4.165		
Durbin-Watson stat.	2.580		

Source: Authors' computation (2018)

Results interpretation

Table no. 3 shows the regression of the impact of BPR on the organizational performance of sampled banks in Nigeria. The result shows that BPR implementation has a significant impact on the organizational performance of banks in Nigeria. This result is evidenced by the calculated value (2.04) greater than the tabulated value (1.96) at $p < 0.05$. It can be said that since performance indicator is proxy by profitability, and the post-BPR profitability of banks is higher than the

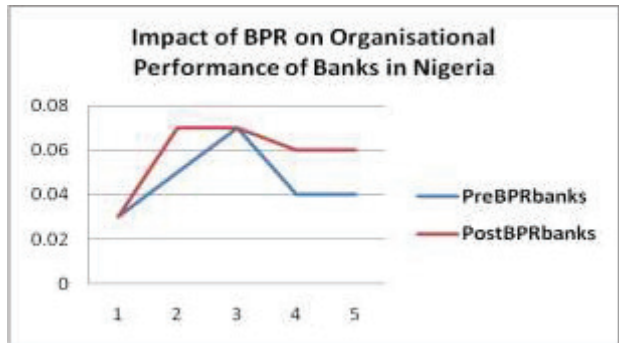
pre-BPR profitability, therefore BPR has actually contributed to organizational performance. The implication of this finding is that the profitability of banks in Nigeria is statistically impacted by the implementation of BPR. The adjusted R-square (R^2) value of 0.442 shows that 44.2% of changes in the dependent variable is explained by the independent variable. That is, 44.2% increase in the profitability performance of banks is due to BPR implementation in the banking industry. This percentage change in the profitability performance of banks actually shows the extent to which BPR implementation has impacted on the performance of banks in Nigeria. The Durbin-Watson (DW) regression analysis of 2.580 shows the presence of autocorrelation. Based on this outcome, we do not accept null hypothesis that business process re-engineering has no significant impact on the profitability performance of banks in Nigeria.

$$O_p = a_0 + b (B_{PR}) + e$$

$$P_t = a_0 + bB_{PR} + e$$

∴ $P_t = 0.251 + 0.762B_{PR} + e$

Fig. no. 2. Graphical representation of the impact of BPR implementation on the operational performance of banks in Nigeria



Discussion

In recent times, studies on the relationship between public expenditure and economic growth are taking the attention of most researchers. Huge expenditure is under-taken by most governments in attempt to improve economic growth and developments of their economies. This study reveals that there is no long run relationship between public expenditure, economic growth, FDI, total savings and

trade openness in Nigeria. This finding confirms the finding of Aregbeyen (2006) and Babatunde (2007). The Granger causality shows that there is no causal relationship between public expenditure and economic growth in Nigeria. This implies that, increase in government aggregate capital or recurrent expenditures does not translate into growth in Nigeria. In other words, public expenditure and economic growth in Nigeria are both independent of each another. This finding is also consistent with the finding of Babatunde (2007), but inconsistent with the finding of Aregbeyen (2006), where causality was found to run from public expenditure to national income.

These findings could be attributed to leakages and mismanagement of public resources in the country over the years which took away significant proportion of the funds made available to spur growth and development in critical real sectors of the economy particularly agriculture, power, transport and road infrastructure. These real sectors contribute immensely to economic growth and development of many developed nations. Several reports from the global watch dog on corruption, the Transparency International, has indicated that Nigeria continue to feature prominently in the world corruption index. For instance, according to the agency's 1998 Corruption Index Report, as being reported by Sam (2008), Nigeria is the 5th most corrupt country in the World. In 2001, the country fell from the 5th position to being the most corrupt country in the World (with first position). Over the years, he further reported, from 2002 through to 2012 the country ranked as the 35th (out of 174) most corrupt nations in the World.

First, findings revealed that BPR significantly influenced the profitability performance of banks. Hence, there is a significant difference between pre-BPR and post-BPR profitability performance of banks. This finding confirmed the findings of Acharya (2015) that financial performance factor such as profitability showed significant difference between the pre and post BPR periods. The finding of Aregbenyen (2011) is also not different from this study's that the re-engineering project significantly improved the profitability performance of the bank. Also, Ringim, Osman, Hasnan and Razalli (2013) in their own findings declared that Nigerian banks have re-engineered their branch operations and services, and that enhancement of profit is the most visible objective of BPR implementation.

Furthermore, it is revealed that BPR implementation has a significant impact on the profitability performance of banks in Nigeria.

This finding supported the findings of Nisar, Ahmad and Ahmad (2014) that business process reengineering has a positive and significant association with organizational performance. In addition, this finding is found to be in line with the result of Nadeem and Ahmad (2016) in relation to BPR effectiveness in various operational processes of Banks in Pakistan.

Conclusion and Recommendations

Based on the above summary of findings, it is concluded that implementation of BPR in the banking industry is very critical to the achievement of desired performance in the area of profitability. It is no doubt that BPR is highly successful but Nigerian banks need to further strengthen their operational processes for a long time survival in their profitability. This can be achieved by ensuring a continuous process of reengineering to deliver excellent services to bank stakeholders. Therefore, the implementation of business process reengineering must be inclusive of all relevant stakeholders, to guarantee continuous organizational success, smooth operational existence and leadership in process driven environment. Top management must understand that BPR process is better accomplished when it is accompanied by the integration of information technology resources so as to achieve desired result in the organizational operational performance. Besides, banks that have not been fully reengineered should endeavor to do so by redesigning their organizational processes, and include innovative and flexible IT skills to enhance value creation, faster solution delivery, and improvement of quality products and services, all for the benefits of stakeholders

Suggestion for further studies

The future research should try to look into other sectors like manufacturing, and telecommunications industry in order to assess the existence of BPR and how it's affecting their operational performance, probably with different scope, methodology and focus on such parameters as cost minimization and operational efficiency.

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