

Business Process Re-Engineering and Commercial Banks' Performance: Empirical Evidence from Nigeria

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Abstract

The rapidly growth in markets as well as awareness and information across the globe requires that organisations to change their operational processes to compete globally. Based on this assertion, the study examined business process re-engineering as a predictor of organisational performance in selected commercial banks in Lagos State, Nigeria. Descriptive survey style of research design was adopted for the study using questionnaire to obtain primary data. Target population of the study was given as Four Hundred and Seventeen (417) which comprised staff from all cadres such as low, middle and senior of eight (8) selected banks in Lagos Island, Lagos Nigeria. Primary data was drawn from a sample size of 201 which was determined statistically using Taro Yamane's formula but responses were harvested from one hundred and sixty employees which reflected 80% response rate. Findings revealed that leadership change, commitments of top management and adopting information technology significantly affected and shared relationship with organisational performance. The study concluded that continuous improvement towards redesigning business process reengineering is potent enough to enhance and foster superlative performance in the banking sector. However, it was recommended that top priority on reengineering processes should be made by Commercial banks within their organisational structure as a means for boost their overall performance.

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

Introduction

Organisational performance explains the actual outputs or results of the organisation 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 organisation and the well-being of its employees through planned interventions. 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 organisational 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. 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). Recent studies have identified a link between business process reengineering and organisational performance with mixed results (Enyinna, Uzoma & Ndubueze, 2023; Adeoye, 2021).

A study by Sahul-Hameed, Salamzadeh, Abdul-Rahim and using Malaysian manufacturing industry found a positive correlation between business process reengineering and organisational performance. The study concludes that top management commitment, organisational readiness for change, information technology capabilities and people management promote organisational performance. Similar studies by Brown (2020) expressed that effective leadership influences a quality service in health care organisation. The author concluded that effective leadership build appropriate and unique organisational cultures and a high performing team which provides high quality service to customers in health care organisation (Bako & Banmeke, 2019).

Ugwu, Osisioma, Onwuzuligbo and Nnnaji-Ihedimsh using Deposit Money Banks in Owerri metropolis, Imo State, Nigeria found that leadership change contributes positively to organisational competitiveness in the banking sector. Population services revealed a positive relationship between the usage of Information Technology and organisational performance. The result can be interpreted further that an increase in IT use contributes to increase in organisational 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 organisational performance in selected banks in Lagos Island, Lagos, Nigeria.

It was upon these gaps that this study was anchored and formulated towards examining business process re-engineering as a predictor of organisational performance in selected commercial banks in Lagos State, Nigeria. High performance organisations 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 organisation. 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 organisational advancement. The decline in operational performance efficiency of Nigeria banks in terms of return of assets, equity and operating cost requires urgent attention of the banks to re-strategize for process performance improvement. Poor operational performance indices of Nigerian financial institutions were due to inadequate and inflexible operational processes. This was part of the revelations of the special audit for all the Nigerian banks conducted jointly by Central Bank of Nigeria (CBN) and Nigeria Deposit Insurance Corporation (NIDC) in July 2009, for commercial banks and in February, 2010, for Microfinance banks (Anifowose et al., 2011).

In Nigeria banking industry, managers realised the effectiveness of BPR for gaining competitive advantage even though it is new, but they do not fully understand what business process reengineering is all about and critical success factors that drive the successful implementation of the BPR project. (Adeoye & Elegunde, 2014). Another issue is that processes must not only be efficient, but also must be made more customer friendly too, while

communicating the necessity for change with employees. Based on these expositions, this study investigated business process re-engineering as a predictor of organisational performance in selected commercial banks in Lagos State, Nigeria. The primary goal of this study was to explore Business Process Re-Engineering as a predictor of Organisational performance within selected commercial banks in Lagos State, Nigeria.

Specifically, the study aimed to examine the effect of leadership change on Organisational performance, investigate the relationship between the commitments of top management and Organisational performance, and ascertain if a relationship exists between the adoption of ICT and Organisational performance within these banks. These objectives were addressed through three research questions, which respectively sought to determine the extent to which leadership change affects Organisational performance, the nature of the relationship between top management commitments and performance, and whether a relationship exists between ICT adoption and performance.

Literature Review

This section of the study explains the concepts underpinning the study from the viewpoint of diverse scholars. The section was structured under the conceptual review, theoretical framework and empirical review.

Conceptual Review

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 and productivity efficiency. 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 (Orga et al., 2018). It is perceived as a vital and useful tool that has been adopted by Organisations which has proved as one of the most current drivers of change within many Organisations. It allows Organisation 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 (Genty et al., 2021; Murty & Chowdary, 2018).

Leadership Change

According to Higgs and 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 Organisation to enhance its performance. Change leadership is defined in terms of knowledge, approach and behavior a person applies to lead, manage and influence Organisational change (Genty, 2014). 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 Organisation.

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 organisation (Ikon et al., 2018). 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 (Adeoye & Elegunde, 2014).

Tony (2014) posited 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 are needed throughout the Organisation 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 Organisation 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, Ikon (2018) 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 (Atiku et al., 2011). 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 Organisational performance. According to Oly and Agarwal (2014) 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 (Atiku et al., 2011; Genty & Lawal, 2023). The innovative technology allows banks to streamline their operations.

Organisational Performance

Organisational performance is the analysis of a company's results compared to its goals, and how well an organization uses resources and processes to achieve objectives, improve communication, and optimize outcomes (Adeoye, 2021). It involves comparing intended results against actual results. Measuring organizational performance helps track progress, allocate capital, and optimize resource use.

According to Tony (2014) Commercial bank performance can be assessed through various factors, including ownership concentration, financial ratios, and intellectual capital. Commercial bank performance refers to how well a commercial bank is doing in terms of profitability, liquidity, efficiency, and other key metrics. According to Anifowose et al (2011) Commercial banks are financial institutions that accept deposits and offer banking and financial products to individuals and businesses. They play a vital role in the economy by creating capital, credit, and liquidity in the market. The key methodological aspect of measuring the

performance of banks in Nigeria include but not limited to profitability, liquidity, efficiency, financial performance analysis and market size among other (Anifowose et al., 2011).

Theoretical Review

This study uses Administrative Management Theory, Resource Based View Theory, and Dynamic Capability Theory to analyze the research topic.

Administrative Management Theory

Administrative Management Theory, developed by Henri Fayol, focuses on how managers should organize and interact with staff. This theory emphasizes the importance of clear authority and responsibility, order, unity of direction, subordination of individual interests, discipline, initiative, equity, and team spirit for success. Fayol's theory also highlights the need for a formalized administrative structure, division of labor, and delegation of authority.

Resource Based View Theory

The Resource Based View (RBV) theory suggests that a company's resources and capabilities, which are unique and difficult to imitate, can lead to superior performance. This theory focuses on how a firm's resources are fundamental in achieving a competitive advantage. However, the RBV theory has been criticized for being static and for not explaining how a specific resource can create a sustainable competitive advantage.

Dynamic Capability Theory

Dynamic capability theory, developed by Teece (1997), emphasizes how Organisations integrate, build, and reconfigure their internal and external competencies to match their changing environment. This theory explains how Organisations respond to a rapid and flexible business environment. The theory focuses on an enterprise's ability to sense opportunities and threats, make timely decisions, and change its resource base.

Empirical Review

Previous studies have examined the impact of business process reengineering (BPR) in various contexts. Some findings include: (1) A positive correlation exists between BPR and corporate performance in deposit money banks; (2) Corporate restructuring and competitive advantage are significantly and positively related; (3) Different proxies for BPR have been used, including product quality, process management, and information technology usage. These BPR proxies have a significant influence on firm performance.

Hypotheses

Based on the literature review, this study proposes the following hypotheses: (1) Leadership change does not significantly affect Organisational performance of commercial banks; (2) There is no relationship between top management commitments and Organisational performance of commercial banks; (3) There is no relationship between the adoption of ICT and Organisational performance of commercial banks.

Methods

Descriptive research design was chosen in this study because it aims to investigate previously existing phenomenon in a different environment. The study area was Lagos Island in Lagos State, Nigeria. This is the geographical scope where the selected banks for the study were domiciled. The population consists of all the employees of eight (8) selected Banks in Lagos Island, Lagos, Nigeria. The figures as provided by the Human Resources Department of the selected banks are provided in table 1 below:

Table 1. List of Selected Banks for the Study

SN	Banks	Number of Employees
1.	First Bank of Nigeria Plc	34
2.	Sterling Bank Plc	47
3.	Access Bank Plc	59
4.	Zenith Bank Plc	53
5.	Eco Bank Plc	29
6.	Fidelity Bank	68
7.	First City Monument Bank	71
8.	Guarantee Trust Bank	56
	Total	417

Source: Human Resource Department of selected Banks, (2024)

The study adopted simple random sampling because the employees of the selected Banks in Lagos Island work in different areas and the researchers decided what needs to be known and set out to find people who could and were willing to provide the information by virtue of knowledge and experience. The sample size was determined using Taro Yamane's formula as depicted in table 2 below.

Table 2. Sampling Size for the Study Based on Number of Selected Banks

S/N	List of Banks	Population	Proportion	Sample Size
1.	First Bank of Nigeria Plc	34	$\frac{34(201)}{417}$	16
2.	Sterling Bank Plc	47	$\frac{47(201)}{417}$	23
3.	Access Bank Plc	59	$\frac{59(201)}{417}$	28
4.	Zenith Bank Plc	53	$\frac{53(201)}{417}$	26
5.	Eco Bank Plc	29	$\frac{29(201)}{417}$	14
6.	Fidelity Bank	68	$\frac{68(201)}{417}$	33
7.	First City Monument Bank	71	$\frac{71(201)}{417}$	34
8.	Guarantee Trust Bank	56	$\frac{56(201)}{417}$	27
	Total	417		201

Source: Researcher's Framework, (2024)

Data for this study were collected through primary and secondary sources. For the primary data, structured questionnaire was distributed to the employees of the selected banks in Lagos Island, while secondary data was obtained from existing literatures, journals, textbooks and other archival materials. The questionnaire was checked, validated and its reliability was measured before it was taken to the study area for distribution. The primary data collected through questionnaire were analysed with Statistical package for social sciences (SPSS version 20) and the stated research hypotheses were tested using both Pearson's product moment correlation and regression inferential statistical tools.

Results and Discussion

Data Analysis and Results

Table 3. Result on Questionnaire Administration

Detailed Response Rate	Distributed Copies	Retrieved Copies	Copies not Retrieved	Used Copies
Total	201	173	28	160

Source: Field Survey, (2024)

The above table reflected that the researchers administered 201 copies of questionnaires where 173 were retrieved and 160 copies of the questionnaires were found usable; this showed a response rate of 80.0%, which was found to be positive and significant for the study.

Socio-Demographic Characteristics of Respondents

Table 4. Responses From Socio-Demographic Characteristics

Gender	Frequency	Percentage (%)
Male	107	66.9
Female	53	33.1
Total	160	100
Age	Frequency	Percentage %
20-30	53	33.1
31-40	58	36.3
41-50	28	17.5
51-60	21	13.1
Total	160	100
Marital Status	Frequency	Percentage%
Single	67	41.9
Married	64	40.0
Divorced	26	16.3
Widowed	3	1.9
Total	160	100
Educational level	Frequency	Percentage%
GRADE II/NCE	56	35.0
BSC/HND	96	60.0
Post Graduate/Masters	8	5.0
Total	160	100
Cadre of staff	Frequency	Percentage %
Junior staff	116	72.5
Senior staff	44	27.5
Total	160	100
Religion	Frequency	Percentage %
Christian	83	51.9
Islam	66	41.3
Traditional	11	6.9
Total	160	100
Length of service	Frequency	Percentage %
Less than 2 years	77	48.1
3-5 years	49	30.6
6-10years	22	13.8

11 years and above	12	7.5
Total	160	100.0

Table 4 presents data on socio-demographic information of the respondents and it shows that 107 representing (66.9%) of the respondents were male while 53 representing (33.1%) of the respondents were female. Findings reveal that majority of the respondents were male with 107 (66.9%). The age of respondents shows that 53 representing (33.1%) of the respondents were between the ages of 20-30, 58 representing (36.3%) of the respondents were between the ages of 31-40, 28 representing (17.5%) of the respondents were between the ages of 41-50, and 21 representing (13.1%) of the respondents were 51 years and above.

Findings reveal that majority of the respondents were between the ages of 31-40 with 58 (36.3%). Evidence coming up from the marital status of the respondents reflected that 67 of the respondents who represent about (41.9%) of those who responded were single, 20-30, in addition, 64 of them representing about (40.0%) of the respondents claimed they were married, also, 26 of them representing about (16.3%) of the respondents claimed to be divorced, and 3 of them which represent about (1.9%) of the respondents were found to be widows. Findings then revealed that majority of the respondents were found to be single with 67 (41.9%) in raw materials research and development council, Southwest Zone, Nigeria.

Analysis on the level of respondents' educational, the study findings evidenced that about 56 which was a representative of about (35.0%) of the respondents were found to be holding Grade II/NCE certificate as their highest level of qualification, 96 representing (60.0%) of the study respondents were found to be BSC/HND certificate holders and 8 of the study unit of analysis representing (5.0%) of the respondents were found to be holding Post graduate and master's degree certificates respectively. Findings reveal that majority of the respondents were BSC/HND certificate holders with 96 (60.0%). Data on cadre of staff shows that 116 representing (72.5%) of the respondents were junior staff while 44 representing (27.5%) of the respondents were senior staff.

Findings reveal that majority of the respondents were junior staff with 116 (72.5%). Analysis on religion presents that 83 representing (51.9%) of the respondents were Christians, 66 representing (41.3%) of the respondents were Muslims and 11 representing (6.9%) of the respondents were Traditional worshippers. Majority of the study's respondents were discovered to be Christians with 83 (51.9%). Data on length of service shows that 77 representing (48.1%) of the respondents have spent less than two years in service, 49 representing (30.6%) of the respondents have spent between 3-6 years at work, 22 representing (13.8%) of the respondents have spent between 6-10 years and 12 representing (7.5%) have spent above 11 years in service. Findings reveal that majority of the respondents have spent less than 2 years in service with 77 (48.1%).

Testing of Hypotheses with Regression and Correlation Analysis

Hypothesis One

Leadership change does not significantly affect organisational performance of commercial Banks in Lagos State.

Table 5. Regression Model on Leadership Change and Organisational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Df 1	Df 2	Sig. F Change
1	.812 ^a	.729	.729	.468	.829	903.227	1	158	.000

Predictors: (Constant), Leadership change

Dependent Variable: Organisational Performance

Source: Researcher's Field Work, (2024)

The regression analysis table 5 above reflected the co-efficient of R-square (R^2) which showed 0.729, and indicated that leadership change accounts for 72.9% of the total variance, which denotes a very high and significant variation in the determination of organisational performance. This demonstrated a very high value that is positively significant; and as a result, this value indicated that leadership change significantly influence organisational performance which was an indicator of organisational performance in selected commercial banks in Lagos State, Nigeria.

Hypothesis Two

There is no relationship between commitments of top management on organisational performance of commercial Banks in Lagos State.

Table 6. Correlation Analysis on the Relationship Between Commitments of Top Management on Organisational Performance of Commercial Banks in Lagos State

		Commitments of Top Management	Organisational Performance
Commitments of Top Management	Pearson Correlation	1	.701**
	Sig. (2-tailed)		.000
	N	160	160
Organisational Performance	Pearson Correlation	.701**	1
	Sig. (2-tailed)	.000	
	N	160	160

** . Correlation is significant at the 0.01 level (2-tailed).

The bi-correlation analytical table above exposed that a positive and significant relationship was found between commitments of top management and organisational performance with ($r=0.701$, $p\text{-value}<0.05$). This inferred that a significant association between the variables. Therefore, the null hypothesis was rejected.

Hypothesis Three

There is no relationship between adoption of ICT and organisational performance of commercial Banks in Lagos State.

Table 7. Correlation analysis on the Relationship between ICT and organisational performance of commercial Banks in Lagos State.

		ICT	Organisational Performance
ICT	Pearson Correlation	1	.803**
	Sig. (2-tailed)		.000
	N	160	160
Organisational Performance	Pearson Correlation	.803**	1

	Sig. (2-tailed)	.000	
	N	160	160

** . Correlation is significant at the 0.01 level (2-tailed).

The above bi-correlation table indicated that there was a strong relationship between ICT and organisational performance with (0. 803: $p= 0.000<0.05$), which explains that ICT has significant 80.3% correlation with and organisational performance. Based on the exposition, the null hypothesis was rejected.

Discussion of Findings

This study was premised on the investigation of business process re-engineering as a predictor of organisational performance in selected commercial banks in Lagos State, Nigeria with three research hypotheses underpinning the study. For the first hypothesis which stated that leadership change does have significantly affect organisational performance of commercial Banks in Lagos State; findings revealed that 0.729, and indicated that leadership change accounts for 72.9% of the total variance, which denotes a very high and significant variation in the determination of organisational performance. The study corroborated Adeoye (2021) and Genty (2014) who concluded that leadership change has higher significant effect on the performance of manufacturing firms in Nigeria than other resources.

For the second hypothesis which stated that there is no relationship between commitments of top management on organisational performance of commercial Banks in Lagos State; findings revealed that a significant relationship exists. This finding aligns with the position of Sheth (2020) whose findings made known that reengineering and corporate performance share symbiosis relationship. As such, the commitment of top management which is a dimension of business process re-engineering significantly share relationship with corporate performance.

For the third objective and hypothesis which stated that there is no relationship between adoption of ICT and organisational performance of commercial Banks in Lagos State. Findings revealed that adopting ICT shares a significant relationship with an organisation's degree of performance. This expressed that Information technology usage, in the aspects of process design, innovation, change management, staff involvement, innovative thinking, process function, organisational resources are potent enough to enhance the performance nature of an Organisation.

In this study, it was observed that proxies of BPR employed have significant influence on firm performance. Furthermore, the result of ordinary least square regression method showed that business process reengineering variables (top management commitment was statistically significant with Organisational performance variable. This is perhaps because Organisation structure redesign has significant positive relationship with Organisational performance as pointed out in Genty and Lawal (2023) study. Thus, information technology use has significant positive relationship with Organisational performance, while studies have revealed that leadership change has significant positive relationship with firm competitiveness (Adeoye & Elegunde, 2014; Adeoye, 2021; Genty et. al, 2021).

Conclusion

This study concludes that business process reengineering significantly influences commercial bank performance, with top management commitment, leadership change, and adoption of information technology, acting as key determinants of the success. The research also established a significant relationship between top management commitment, leadership change, and the adoption of information technology with Organisational performance,

emphasizing that improvements in these areas can lead to enhanced competitiveness. Furthermore, continuous business process reengineering was identified as a potent mechanism for fostering superior performance in the banking sector. Consequently, the study recommends that management should periodically appraise leadership structures to encourage change, foster top management commitment to creativity and innovation, and provide ongoing training for employees to adapt to new technological trends.

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