

Domain Transformation and Business Process Reengineering of Information Technology Companies in Nigeria

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Abstract

This study examined the relationship between domain transformation and business process reengineering of information technology companies in Nigeria. The study adopted a cross-sectional research survey. The population of the study was the 4 major information technologies companies that met the capitalization base condition as listed in Nigeria Stock Exchange. Questionnaire was the major instrument for data collection and the pilot survey was distributed to 50 respondents to help ascertain the possible response outcome on the long run if the entire respondents are examined. A Cronbach alpha at a threshold of 0.7 was used to determine the level of reliability of the research instrument. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The findings revealed that there is a significant relationship between domain transformation and business process reengineering of information technology companies in Nigeria. Based on the study findings, the researchers conclude that domain transformation significantly relates with business process reengineering in information technology companies in Nigeria. The study recommends that the management of information technology companies should adopt a transformation of their business models as this will help and strengthen the operations through the reinforcement of policies and regulations which control the positioning and excesses of the members of the organization in terms of operations and functions within the organization; through an emphasis on caution in the dispensation of roles and responsibilities.

Keywords: *Domain Transformation, Business Process Reengineering, Process Modeling, Enhanced Capabilities, Efficiency Improvements*

Introduction

Globally, customer's daily changing needs are necessitating organizational approaches that require an alteration that satisfies both the firm and its client. Accordingly, the fast pace influence of the global market including acceptable business process that gratifies the yearnings of the customers, meant it cannot be shortchanged. The overwhelming influence of the global economic environment has compelled companies including countries (Nigeria particularly) to re-strategize their professional capability. Through a process change and a well-defined reengineering, that enhances efficiency and accuracy targeting the customer's needs. However, these have led organizations to serious performance and competitive challenges. Therefore, efforts have been made across all industries to radically improve the effectiveness and efficiency for organizations. Nevertheless, the hurdles in doing business in Nigeria, information communication companies are regularly competitive to offer better services to its customers. Accordingly, Eke and Achilike (2014) stated that surviving in this type of business environment is the main concern for companies in Nigeria. For most scholars, process reengineering should not be taken seriously while others are of the view that, organization that do not follow their sector trends, they will become extinct thereby eroding their objectives consequently. In Nigeria, Business Process Reengineering (BPR) is the modus for change management approach. Practitioners and academicians have accepted it, hence, making it very popular and giving it place in organizational approach to change management in Nigeria. Business process reengineering is a management concept that seeks to separate old fashion and traditional processes with a new approach of organizing people, process and use of information technology in achieving improved performance and result that is immensely beneficial to business organizations. BPR can be described as a systematic approach that enhances the effectiveness and efficiency of a firm. The reengineering approach in BPR seeks to eliminate activities that do not add value to the organizational goods or services output. Therefore, BPR can advance the productivity of business processes. In addition, it can demolish the 'walls' between functions whilst also building 'walls' around processes that enables customer focus, yet creates 'windows' between processes. By focusing on customer requirements, it can enable firms to enhance effectiveness of their processes as well. However, for business processes to work effectively demands the need to infuse technology; technological changes have the propensity to influence firms' effectiveness and efficiency as well as plays a major role in the BPR.

Business Process Reengineering according to (Nickson, 2001) involves devising new methods of organizing tasks, effective coordination of individual workers as it relates their tasks, while redesigning the system to achieve and sustain greater operational success and proficiency. Hence, affording them greater advantage for organizational performance the research concluded. As a result, organizations are increasingly demanding for superior skills, especially as it pertains to operations management. This involves an astute operational capability that can re-evaluate and reengineer business processes driven in-between time within the dynamism of the business environment. Nowadays, technology is a determinant, as it ensures a significant part of every organizational process of digital transformation. Nevertheless, digital transformation is not ultimately only referring to the reconstruction of technological activities within a certain firm. Much more, digital transformation influences alterations in the cultural world of a specific enterprise, not explicitly the technology. The main aim of the digital transformation is to change the way people think. (Schaible and Bouée, 2015) opined that, leaders of the large, long-term organizations and industries should always be creative, discovering new opportunities in the modern world of digitalization except they want their companies substituted by the next hot startups. Although there is this propensity to transform and adopt a new technology, however due diligence ought to taken in other to build a successful digital business. The pace of development is a major contributor to such decision making yet, strategy aligned with the mission, vision and a clearly mapped customer journey – especially when it comes to technology should be template. Moreover, the process of evaluating progress ought to be clearly defined before commencement, in other to achieve success. This study therefore examined the relationship between digital transformation intelligence on business process reengineering of information technology companies in Nigeria. This study was guided by the following research question:

- i. What is the relationship between domain transformation and process modeling of information technology companies in Nigeria?
- ii. What is the relationship between domain transformation and enhanced capabilities of information technology companies in Nigeria?
- iii. What is the relationship between domain transformation and efficiency improvements of information technology companies in Nigeria?

Conceptual Framework

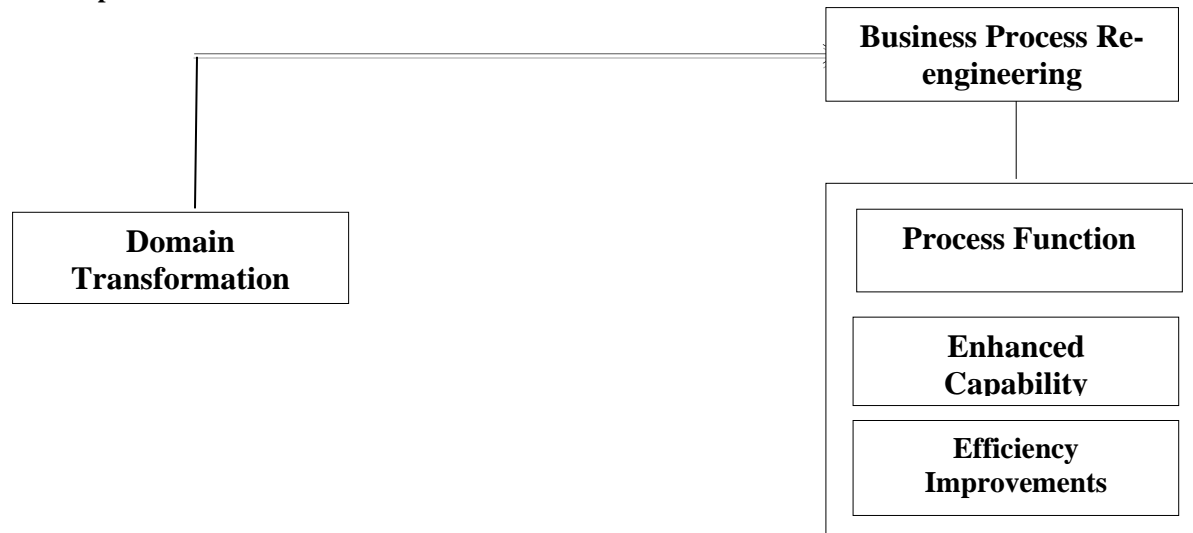


Figure 1: Conceptual framework for domain transformation and business process transformation
Source: Desk Research (2021)

Theoretical Foundation

Resource Based View (RBV) Theory

The resource based view theory was deemed important for this study because if an organization wants to reengineer its operations and structure, such an organization must give consideration to the amount of resources both human and material resources at its disposal. The origins of the resource based view theory (RBV) go back to Penrose (1959). He suggested that the resources possessed, deployed and used by the organization are really more important than industry structure. Barney (1991) also argued to support Penrose that the resources of a firm are its primary source of competitive advantage. Hence, the resource-based view (RBV) is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive advantage. The resource based view (RBV) draws focus from firms' internal environment as an enabler for competitive advantage and it accentuates that the resources an organization has established determines the extent to which it can compete in the business environment.

Early researchers simply classified firms' resources into three categories: physical, monetary, and human (Ansoff, 1965). These evolved into more detailed descriptions of organizational resources (skills and knowledge) and technology (technical know-how) (Hofer and Schendel 1978). Barney (1991) proposed that other than the overall resources of a firm, there are other resources, such as physical capital, human capital and organizational capital resources which drew attention to 'all assets, capabilities, organizational processes, organizational attributes, information, knowledge etc., controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness. The general statement of resource based view contends that only strategically significant and valuable resources and competencies should be regarded as sources of competitive advantage (Barney 1991). They used terms like core competencies (Barney, 1991; Prahalad and Hamel, 1994), distinctive competencies (Papp and Luftman, 1995) and strategic assets (Amit and Shoemaker, 1993; Markides and Williamson, 1994) to show the strategically important resources and competencies which provide a firm with a potential competitive edge.

The Concept Domain Transformation

An area where we see is the area of domain transformation. New technologies are redefining products and services, blurring industry boundaries and creating entirely new sets of non-traditional competitors. What many executives don't appreciate is the very real opportunity for these new technologies to unlock wholly new businesses for their companies beyond currently served markets. And often, it is this type of transformation that offers the greatest opportunities to create new value. A clear example of how domain transformation works may be the online retailer, Amazon. Amazon expanded into a new market domain with the launch of Amazon Web Services (AWS), now the largest cloud computing/infrastructure service, in a domain formerly owned by the IT giants like Microsoft and IBM. What made Amazon's entry into this domain possible was a combination of the strong digital capabilities it had built in storage, computing databases to support its core retail business coupled with an installed base of thousands of relationships with young, growing companies that increasingly needed computing services to grow. AWS is not a mere adjacency or business extension for Amazon, but a wholly different business in a fundamentally different market space. The AWS business now represents nearly 60% of Amazon's annual profit. It may be tempting for Executives of non-tech businesses to view the experience of Amazon or other digitally-native companies (such as Apple or Google that have also expanded into new domains) as special; their ability to acquire and leverage technology may be greater than other companies. But in today's digital world, technology gaps are no longer a barrier. Any company can access and acquire the new technologies needed to unlock new growth—and do so cheaply and efficiently. The building block technologies that are unlocking new business domains (artificial intelligence, machine learning, internet of things (IOT), augmented reality, etc.) can be sourced today not only from the traditional IT supply-base like Microsoft or IBM but also from a growing startup ecosystem, where we see the greatest innovation taking place. Corporations that know how to reach and leverage this innovation efficiently, particularly from new sources, are reaping the benefits of new growth.

The Concept of Business Process Reengineering

Business process reengineering is the process of rethinking and redesigning work processes. It begins with an assessment of the mission, goals and objectives of the organization as well as the requirements of customers. According to Gouranourimi (2012), reengineering of business processes really calls for getting to the roots of the issues and also making far reaching changes rather than superficial ones in order to effectively solve all the underlying problems. It calls for interrogation of the status quo and questioning the way an organization usually operates giving answers to the questions that provide insight as to why an organization does what it does with a goal of accomplishing its mission.

The market environment keeps on constantly changing making it imperative for organization to constantly adopt their activities in order to succeed. Various organizations change approaches and methods that have been developed to enhance performance of business making them more effective, efficient and responsive to the turbulent environment changes. One such organizational change is called business process reengineering (Johnson and Scoles, 2006). Chase, Jacobs and Aquilano (2004), defines business process re-engineering as the process of changing of fundamental business processes in order to achieve dramatic improvements in critical business performance measures such as service delivery speed, quality, and cost. It starts with an assessment of the organizational vision, mission, strategic objectives and customer requirements. Macdonald (1995) noted that there is need for organizations to undergo radical changes in the way they are working as steady products and improvement of services is not enough for a business to survive in a competing business environment. Therefore, reengineering of business processes leads to fundamental changes in various aspects of the organization which includes job characteristics, organization structure, performance measure and rewards systems.

Process Function

Over the last decade, the concept of “business process” has entered the business mainstream. Leading organizations in virtually every industry have discovered that by harnessing, managing and redesigning the organization’s business processes, organizations can achieve spectacular improvements in business performance and customer service. Business process is a structured, measured set of activities designed to produce a specified output for a particular customer or market. It implies a strong emphasis on how work is done within an organization. (Davenport 1993). Business processes are characterized by three elements: the inputs, (data such customer inquiries or materials), the processing of the data or materials (which usually go through several stages and may necessary stops that turn out to be time and money consuming), and the outcome (the delivery of the expected result). The problematic part of the process is processing. Business process reengineering mainly intervenes in the processing part, which is reengineered in order to become less time and money consuming (Zygiaris, 2000). Cited by Achilike (2014) Mlay, Zlotnikova and Watundu (2013) citing Ross and Moore (2006) stated that "Business Process is a set of logically related tasks performed to achieve a defined business outcome". A Business Process is designed to add value for the customers and therefore should not include unnecessary activities. It has a goal, specific inputs and outputs, uses the resources, has a number of activities that are performed in some order, may affect more than one organizational unit and creates value for the customer (Mlay, Zlotnikova and Watundu (2013). Process is not simply the management fad of reengineering, but a more pervasive issue, requiring serious attention. ‘Process thinking has become mainstream’ (Grover et al., 2000). Process is not simply the management fad of reengineering, but a more pervasive issue, requiring serious attention. Process function or modeling is concerned with the assemblage of tasks that relatively create value for customer (Veer, 2000). Process function according to Champy (1993) makes reengineering process fragmented across many departments in organization. For instance, order fulfillment is a process, which cut across many organizational units such as sales, accounting, production, and delivery of value of customers by the operations managers. The second key word is ‘radical’, which is derived from the Latin word ‘radix’, meaning root. Radical redesign means getting to the root of things: not making superficial changes or fiddling with what is already in place, but throwing away the old. In reengineering, radical redesign means disregarding all existing structures and procedures and inventing completely new ways of accomplishing work. Reengineering is about business reinvention – not business improvement, business enhancement or business modification (Hammer and Champy 1993). BPR is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service and speed. The major benefit of BPR is that it eliminates redundancies of work and improves accuracy. BPR can transform the basic ways that people and departments work and allow users to work better and often to produce higher quality work. Business Process Reengineering (BPR) is the organizational procedure required to align people, processes and technology with strategies to accomplish business integration. It can be considered as taking a business in its current state and forming an organizational and operational blueprint to redirect skills, polices, information (data), cultural values, organizational structures, processing and incentives towards targeted improvements.

Enhance Capability

Enhance capability or creative rethinking is a process of conceptualizing a constructive idea that is novel, new and potentially useful. Creative thinking allows the organization to take advantage of opportunities which emanate from the changing environment (Tosin, 2000). Creative thinking is the act of turning new and imaginative ideas into reality. It is characterized by the ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate solutions (John, 2000).

Senge (1990) have written about the importance of systems thinking in understanding workflow, business processes, and the impact of feedback. In any system, events will occur that have an effect elsewhere in the system, and possibly on the event itself. In order to have a full understanding of the effects of what is being done, it is necessary to understand the whole process and how it fits into the organizational system. IT has the capability of providing the means to achieve breakthrough performances in organizational systems. The vision, however, must come from understanding both the current and potential processes. This reality requires a more holistic view than that taken in traditional TQM programmes (Chang, 1994; Petrozzo and Stepper, 1994). The changes documented by Hammer (1990) at Ford, and by Davenport and Short (1990) at Xerox, involved radical redesign of the processes concerned.

Efficiency Improvement

Some authors tend to see it as efficiency improvement and it suggests that operations managers must ask some basic questions about the organizations on their mode of operations, their vision, mission statement, value system, and organizational norms to guide them in making pertinent decision on re-engineering processes (Hickson, 2009). Fundamental rethinking of operating processes and organization structure focused on the organizations core competencies to achieve dramatic improvement in organizational performance. Fundamental rethinking must consists the 6R's. It does not involve wiping out the formal structures and pattern of operations in order to come up with a process in entirely new pattern that permits dramatic improvement on quality and efficient service delivery in the organization (Veer, 2000). Since the environment of business operations is in a state of flux, Hickson (2009) opined that operations managers should take abreast of its environment and proactively respond to it for business sustainability. On the other hand, radical design of strategic value added business processes and the system's policies and organization structure that support them to optimize the workflows and productivity in organization.

It revealed that organization must examine its operational capability to identify its challenges, threats, opportunity, and strength (SWOT). The identification of their challenges and threats would help the organization to channel their actions appropriately. This involves assessing the market, taking account of customer complaints on the products, re-examination of the supply chain, and check attrition signals. The above requirements will help the organization to rethink especially on how to re-shape the structure, the entire systems, method of operations, rules, processes and the technology in use. The aftermath of rethinking, is to re-evaluate the desired results with performance indicators such as: quality of work, market share, profitability, business sustainability etc. Conversely, retooling is concerned with total change of the entire system, technology, and delivery system to dove-tail appropriately with the changing environment. Finally, every waste is eliminated as re-design is ensured which result to optimization of output in organization.

Domain Transformation and Business Process Reengineering

Orogbu, Onyeizugbe and Onuzulike (2015), of the department of business administration, Nnamdi Azikiwe University Awka, Anambra State in their study on business process reengineering and organizational performance of selected automobile firms in southeast of Nigeria, stated that the Federal Government of Nigeria following the poor performance of the automobile industries in Nigeria came up with policy reform 2013 which will create a robust market for locally made vehicle. The broad objective of the study is to determine the extent of business process reengineering in the performance of some automobile firms in the Southeast. The study seeks to find out specifically the extent to which work process innovation influences employee retention, to determine the level of relationship between process redesign and employee satisfaction and to determine to what extent custom excise duties can influences the organizational success. The study is anchored on Business Action theory. Three research questions and hypotheses were formulated in line with the specific objectives. In pursuance of the objectives of the study, the descriptive survey design was adopted. The study worked with sample size of one hundred and twelve persons from the population of Eight hundred and twenty seven, eighty-two was selected using random sampling and complete enumeration method was also used. Pilot study was conducted using a test retest method to establish the reliability of the research instrument. The validity of the instrument was also tested. Pearson's product moment correlation was used for data analysis and Z test was also used to test the significance of the coefficient of correlation at 0.05 level of significance. The findings revealed that there is positive relationship between process redesign and employee satisfaction, that work process innovation influences employee retention and that custom excise duties influence organizational success. This implies that well-structured work process activities and effective custom excise duties will enhance organizational performance. The study recommends that the automobile firms in Nigeria need a wave of process redesign that can unfold more flexibly and rapidly to meet the ever changing requirements of an increasingly diverse customer base.

Magutu, Nyamwange and Kaptoge (2010) investigated business process reengineering for competitive advantage. The research was conducted by collecting primary data from the employees of the Wrigley Company. Online questionnaires based on the competitive measure and BPR implementation key success factors were used to collect the data from which certain findings were deduced. The researchers established the Wrigley Company gained competitive by implementing BPR.

Based on the foregoing, the study thus hypothesized that:

H01: There is no significant relationship between domain transformation and process modeling in information technology companies in Nigeria.

H02: There is no significant relationship between domain transformation and enhanced capabilities in information technology companies in Nigeria.

H03: There is no significant relationship between domain transformation and efficiency improvements in information technology companies in Nigeria.

Methodology

The study adopted a cross-sectional research survey. The population of the study was the 4 major information technologies companies that met the capitalization base condition as listed in Nigeria Stock Exchange. Questionnaire was the major instrument for data collection and the pilot survey was distributed to 50 respondents to help ascertain the possible response outcome on the long run if the entire respondents are examined. A Cronbach alpha at a threshold of 0.7 was used to determine the level of reliability of the research instrument. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The findings revealed that there is a significant relationship between domain transformation and business process reengineering of information technology companies in Nigeria.

Data Analysis and Results

Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$). The level of relationship between Domain Transformation with each of the measures of Business Process Reengineering is to examine the extent Domain Transformation can impact on the outcome of each measure of Business Process Reengineering.

Table 1: Correlation for Domain transformation and measures of Business Process Reengineering in Information technology companies in Nigeria

		Domain Transform ation	Process modeling	Enhance capability	Fundamental rethinking	
Spearman's rho	Domain Transformation	Correlation Coefficient	1.000	.743**	.698**	.552**
		Sig. (2-tailed)	.	.000	.000	.000
		N	239	239	239	239
	Process modeling	Correlation Coefficient	.743**	1.000	.845**	.917**
		Sig. (2-tailed)	.000	.	.000	.000
		N	239	239	239	239
	Enhance capability	Correlation Coefficient	.698**	.845**	1.000	.909**
		Sig. (2-tailed)	.000	.000	.	.000
		N	239	239	239	239
	Fundamental rethinking	Correlation Coefficient	.552**	.917**	.909**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	239	239	239	239

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

Source: SPSS output version 21

Interpretations:

RQ1: How does domain transformation influence process modeling in information technology companies in Nigeria?

Table 1 shows the test result for the three previously postulated bivariate hypothetical statements in relation to domain transformation: The correlation coefficient (r) shows that there is significant relationship between domain transformation and fundamental rethinking amongst information technology companies in Nigeria. The ρ value 0.552** indicates this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicating a moderate relationship. Therefore, the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between domain transformation and process modeling amongst information technology companies in Nigeria.

RQ2: How does domain transformation influence enhanced capability in information technology companies in Nigeria?

The correlation coefficient (r) shows that there is significant relationship between domain transformation and process modeling amongst information technology companies in Nigeria. The ρ value 0.743** indicates this relationship and it is significant at $p < 0.000 < 0.01$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between domain transformation and process modeling amongst information technology companies in Nigeria.

RQ3: How does domain transformation influence fundamental rethinking in information technology companies in Nigeria?

The correlation coefficient (r) shows that there is significant relationship domain transformation and enhance capability amongst information technology companies in Nigeria. The ρ value 0.698** indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship domain transformation and enhance capability amongst information technology companies in Nigeria.

Discussion of Findings

Domain Transformation and Process Modeling in Information Technology Companies in Nigeria

The result of the analysis in this study shows that domain transformation impact process function in information technology companies in Nigeria. Therefore, this result is consistent with the assertion of Dhanya and Thomas (2010) who posit that intelligences on product quality, service quality and relative experience of customer perceived value help businesses in achieving a competitive edge over competitors and also achieve customer patronage. Their study also showed that product quality has a positive influence on corporate performance because consumers all over the world are gradually demanding better quality with lower prices.

Domain Transformation and Enhanced Capabilities in Information Technology Companies in Nigeria

The result of the analysis in this study shows that domain transformation impact enhanced capabilities in information technology companies in Nigeria. This finding substantiates the finding of other studies on competition, marketing and strategic management. Wenpin, Kuo-Hsien and Chen (2011) in their study, seeing through the eyes of a rival: competitor acumen based on rival-centric perceptions, investigated the constructs of competitor behaviour, or the extent to which a focal firm's assessment of a given rival's prioritization of its competitors reflects the rival's own view and posits that, to truly know an opponent, a firm needs to stand in that opponent's shoes and understand how it thinks or set priorities. Their study revealed that a company with a larger (or smaller) market share with a high level of competitor acumen with regard to a target competitor is likely to increase (or decrease) the share gap between itself and the competitor.

Domain Transformation and Efficiency Improvements in Information Technology Companies in Nigeria

The result of the analysis in this study shows that domain transformation impact efficiency improvement in information technology companies in Nigeria. Therefore, this hypothesis is supported in this study. These results are consistent with the result of Ulrich, Younger, Brockbank and Ulrich (2012) and Banjoko (2006). They agree that competitive advantage in the global economy is driven by intangible assets that are tied to people and those assets must be managed with the same discipline, integrity, and transparency with which traditional capital assets were managed. This can be explained easily because people are the most valuable asset

who put other assets to use. This is widely discussed in the literature. Again, the finding was supported by Wright et al. (2001) who observed that human resource practices leads to higher corporate performance and be the essence of sustained competitive advantages.

Conclusion and Recommendation

From the data analysis and research findings, the conclusion of this study bothers on the identified role of domain transformation in the actualization of business process reengineering for information technology companies in Nigeria. The study affirms to the imperatives of collectively and shared consciousness in the advancement of the business reengineering construct and its measures like process function, enhanced capability and efficiency improvement and which enable the organization address the innovation needs and expectations of its market as well as the changing dynamics and trends in its market. The study recommends that the management of organizations should adopt a transformation of their business models as this will help and strengthen the operations through the reinforcement of policies and regulations which control the positioning and excesses of the members of the organization in terms of operations and functions within the organization; through an emphasis on caution in the dispensation of roles and responsibilities.

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