NAVIGATING BUSINESS PROCESS RE-ENGINEERING AND COMMERCIAL BANKS' RESPONSIVENESS IN NIGERIA

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Abstract

The rapid growth in markets as well as awareness and information across the globe requires that organizations need to change their operational processes to compete globally. Based on this assertion, the study examined Business Process Re-engineering (BPR) as a predictor of organisational responsiveness in selected commercial banks in Lagos Island, Lagos, Nigeria. Descriptive survey style of research design was adopted for the study using questionnaire to obtain primary data. The target population for this study consisted of 417 staff members from eight selected banks located on Lagos Island, Lagos, Nigeria. This population encompassed employees

from all organisational levels, including junior, mid-level, and senior staff. Primary data were collected from a sample of 201 employees, a sample size determined statistically using Taro Yamane's formula. Ultimately, 160 employees provided usable responses, representing a response rate of 80%. Findings revealed that leadership change, commitments of top management and adopting information technology significantly affected and shared relationship with organisational responsiveness. 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 ICT, BPR, Leadership Change, Top Management Commitment, and Organisational Responsiveness*

1. Introduction

Organizational responsiveness involves a company's capacity to recognize changes in its environment and then adapt accordingly without compromising its strengths. Responsive organizations are able to quickly adapt to unexpected obstacles and opportunities. These organizations determine trends in their environment and respond to them in ways that turn possible disruption into a distinct organizational advantage. Some scholars view responsiveness as understanding trends in their environment and responding to them in ways that turn possible disruption into a distinct organizational advantage (Chunmei& Zhang, 2018; Adeoye, 2021).

Several companies have successfully implementedBPRto improve efficiency, customer satisfaction, and overall performance. BPR involves rethinking and redesigning business processes from the ground up to achieve significant gains.BPR is a management approach which focuses on identifying and

redesigning organisational processes that fail to deliver value to customers. The goal of BPR is to achieve substantial improvements in organisational performance through enhanced responsiveness and efficiency. By facilitating improved data dissemination, BPR empowers organisations to make more informed decisions, leading to enhanced operational efficiency, waste reduction, and superior customer service (Bell et al., 2022).

BPR can significantly impact organisational performance by streamlining operations, improving efficiency, and enhancing customer satisfaction. BPR is characterized by the strategic redesign of business processes, aimed at achieving marked improvements in essential performance metrics such as cost reduction, enhanced quality, superior service delivery, and accelerated throughput.

The Nigerian banking sector has experienced considerable transformation to maintain its competitive edge. These changes, such as the recent redesign of the naira and the digitization of financial services like Point of Sale (POS) systems, mobile banking, and online banking, aim to enhance customer value as well as efficiency and productivity within the banking sector. Other sectors have also undergone extensive changes in their operational procedures, including education, where universities have shifted from traditional classroom learning to digital or virtual learning environments to add value. Similarly, the telecommunications industry has adopted technologies to expand its geographical reach, improving communication in both urban and rural areas. The Central Bank of Nigeria (CBN) has also launched initiatives such as the Payment System Vision (PSV) project in 2007, which has been a crucial catalyst in transforming Nigeria's payment system. According to Bako and Banmeke (2019), in order to stay compliant with the CBN framework and guidelines, finance companies must also align with broader national and international regulations. Non-compliance can result in severe penalties, including fines, license suspension, or revocation.

The CBN monitors and enforces compliance through annual cybersecurity supervisory review and evaluation exercises, risk-based examinations, annual industry compliance audits, and periodic spot checks.

Considering the limitations identified in previous research regarding the application of relevant concepts and perspectives to explain BPR, this study investigates the impact of leadership changes, management commitment, and information technology adoption on customer service, and organisational responsiveness within a sample of banks located in Lagos State, Nigeria. Specifically, this research examines the extent to which BPR predicts organisational responsiveness in these institutions. This investigation is predicated on the understanding that high-performing organisations must continually innovate to adapt to evolving business environments and maintain a competitive edge.

Organisations that struggle to enact leadership changes often encounter significant challenges. Effective leadership is widely regarded as a critical determinant of organisational success, influencing both achievements and failures. Strong leaders play a vital role in monitoring employee performance, motivating teams to enhance customer service quality, and fostering innovation to maximize outcomes. Furthermore, effective leadership can significantly impact the speed at which financial institutions adapt and innovate to deliver value to customers and improve service quality. Conversely, ineffective leadership can hinder management's ability to improve customer service quality and impede overall organisational progress.

Following the 2005 banking sector reform and consolidation, Nigerian banks were initially considered robust; however, the 2007–2009 global financial crisis exposed vulnerabilities, leading to instances of bank distress and failure. This re-emergence of bank distress has highlighted the importance of predicting bank failure (Adeoye &Elegunde, 2014). Therefore, BPR is very important at this period as a responsive mechanism.

Studies on BPRin the Nigerian banking sector reveal several key objectives, primarily centered on enhancing organisational performance, boosting customer service, and gaining a competitive edge. Research indicates that Nigerian banks have re-engineered operations such as branch services, customer service, cash handling, and loan processing. A notable portion of banks surveyed prioritized profit enhancement and improved customer service quality as the main goals of BPR. Other goals include proactively or reactively addressing challenges, managing competitive pressures, and lowering operational costs (Genty et al., 2021). Furthermore, studies emphasize BPR's role in enabling innovation and strategic changes, as well as the importance of information technology in achieving organizational objectives within commercial and microfinance banks. The banking industry consistently refines its business models to leverage structures that offer financial benefits. Overall, BPR in the Nigerian banking sector seeks to improve efficiency, customer satisfaction, and overall organisational performance.

Based on these expositions, this study investigated business process re-engineering as a predictor of organizational responsiveness in selected commercial banks in Lagos State, Nigeria.

2. Literature Review and Hypotheses Development

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.

2.1. Conceptual Review

Business Process Reengineering (BPR)

BPR is a management practice that focuses on enhancing organisational performance through the comprehensive re-evaluation and redesign of core business models (Musa, 2019). This involves a radical restructuring of key

business processes to curtail operational costs and bolster management and productivity efficiency (Musa, 2019). The central objective of BPR is to scrutinize workflows within and between business functions to streamline operations and eliminate activities that do not contribute to performance enhancement (Genty, et al., 2021). As noted by Orga et al. (2018), BPR represents a radical approach to process redesign, utilizing information technology as a key enabler to drive substantial improvements in critical performance areas, such as quality enhancement, cost reduction, and accelerated process cycle times.

BPR is widely regarded as an essential tool and has been adopted by organisations and has emerged as a significant catalyst for change. Murty and Chowdary (2018) highlight that BPR empowers organisations to redesign their processes by fostering collaboration among cross-functional teams, enabling them to identify areas for improvement and implement optimization strategies to maximize value.

Leadership Change

Higgs and Rowland (2000) define leadership change as the capacity to influence and inspire individuals through personal commitment, using a clear vision, and proactive efforts to secure the resources necessary for establishing a firm foundation for change. These authors suggest that leadership change is a driving force behind organisational transformation initiatives aimed at improving performance. Leadership change is also understood as the knowledge, methods, and conduct a person employs to guide, manage, and affect organisational change, influencing others to adopt new ways of thinking and behaving to foster a high-performance work environment (Musa, 2019). Effective leaders leverage their roles to enable others to champion change initiatives, benefiting the organization (Okereke et al., 2021)

Top Management Commitment

Management commitment is demonstrated by the active and direct involvement of top-level leadership in crucial organisational domains, including safety, quality, environmental stewardship, and security programs (Ikon et al., 2018). This encompasses the participation of managers at all levels, emphasizing that leadership and the promotion of continuous improvement are collective responsibilities, particularly at the highest echelons (Sharma, 2021; Adeoye &Elegunde, 2014).

Tony (2023) highlights the critical role of management commitment in quality management, noting that leaders allocate the necessary resources for the implementation and ongoing maintenance of quality-focused management systems. This engagement is essential throughout the organisation, setting an example and providing effective quality processes (Sturdy, 2020). Furthermore, management is responsible for establishing meaningful organisational policies and objectives that extend beyond mere compliance with standards, but thereby driving business performance. They also supervise the integration of the management system into standard business processes. Standards, such as ISO/IEC 17025, explicitly require management to commit to impartiality, continuous improvement, and the development and implementation of effective management systems(Chunmei& Zhang, 2018; Bako &Banmeke, 2019).

Adoption of Information Technology

ITencompasses the utilization of computers for the creation, processing, storage, retrieval, and exchange of various types of data and information, as noted by Daintith. In a similar vein, Ikon, Onwuchekwa, and Nwoye (2018) characterize IT as a system that facilitates communication, monitors activities, protects data, and addresses computer-related issues. The significance of digital technology has been acknowledged by the author, highlighting its applications ranging from email management on mobile

devices to organizing teleconferences through digital platforms (Sungau&Ndunguru, 2023).

ITencompasses the utilization of computer systems, data storage, networking, and physical infrastructure for the creation, processing, securing, and exchange of electronic data. IT is applied in business, personal, and entertainment contexts, with its commercial applications including computing technologies and telecommunications. The integration of digital technologies into business processes provides opportunities to improve organisational performance, spur innovation, improve service delivery, and enhance overall business performance. Furthermore, breakthroughs in digital technology have reshaped the banking sector by reducing costs, improving customer service quality, and boosting productivity. Innovative technologies enable banks to optimize their operations (Okereke et al., 2021).

2.2 Organisational Responsiveness

Organisational responsiveness, as Merriam (cited in Adeoye, 2021) suggests, is characterized by the swiftness of decision-making processes, which in turn facilitates prompt action and propels business advancement. Indeed, research indicates a positive correlation between an organisation's responsiveness and its rate of progress (Sturdy, 2020). Highly responsive organisations demonstrate a heightened capacity to anticipate and adapt to evolving environmental conditions. Furthermore, they exhibit a greater receptivity to innovative solutions for internal challenges, fostering accelerated learning, development, and overall growth.

Sherman (cited in Chunmei & Zhang, 2018) posits that cultivating a culture of responsiveness necessitates leadership commitment, with top-level management playing a crucial role in stimulating responsive behaviors throughout the organisational hierarchy. To this end, strategies such as onboarding programs, targeted training initiatives, and regular team meetings

can be leveraged to instill a culture of responsiveness among employees. In similar vein, Tony (2023) defines organisational responsiveness as being dependent on knowledge exchange between individuals and impacting the organisation's ability to react appropriately to environmental changes. Sharma (2021) characterizes it as the capacity to react appropriately, mitigating threats and leveraging opportunities within a shifting environment. For organizations that rely heavily on knowledge, organisational responsiveness signifies the ability to address emerging opportunities and challenges.

2.3 Theoretical Review

The underpinning theories in this study areAdministrative Management Theory, Resource Based View Theory and Dynamic Capability Theory. These theories were employed as they provide detailed analysis for the study.

Administrative Management Theory

Administrative Management Theory, pioneered by Henri Fayol, serves as a foundation for modern management principles. Fayol's work, "Administration Industrielle et Générale," outlined how managers should organize and interact with staff. This early and comprehensive theory emphasizes that for Business Process Reengineering (BPR) success, responsibility must align with authority, and order, unity of direction, subordination of individual interests, discipline, initiative, equity, and esprit de corps are essential. The roots of reengineering can be traced back to management theories developed as early as the nineteenth century.

The administrative theory of management shares the focus of BPR on enhancing organizational efficiency. BPR complements administrative theory by providing a framework for radically redesigning processes to achieve dramatic improvements in performance, quality, and customer service. Both

BPR and administrative theory emphasize the importance of optimizing organizational structure and processes to achieve organizational goals.

Resource Based View Theory

The resource-based view (RBV) is a managerial framework for identifying strategic resources that firms can use to achieve a sustainable competitive advantage. The theory traces its conceptual origins to Penrose (1959) but was further developed by Wernerfelt in 1984. The RBV posits that organisations can attain superior performance through resources and capabilities that are unique and difficult to imitate. It emphasizes a firm's resources as key factors in establishing competitive advantages and overall performance(Cumberland, 2006). For resources to be a source of sustainable competitive advantage for an organisation, they should be valuable, rare, imperfectly imitable, and non-substitutable processes.

However, by reevaluating and transforming these processes, BPR aims to eliminate redundancies, streamline operations, and enhance the utilization of resources. This aligns with RBT, which posits that a firm's unique and valuable resources and capabilities are the primary drivers of its competitive advantage. BPR can help in identifying and reconfiguring these key resources and capabilities to better meet customer needs, improve product quality, and reduce costs, ultimately leading to a stronger competitive position.

Dynamic Capability Theory

In 1997, Teece, Pisano, and Shuen introduced dynamic capabilities theory, which highlights the ability of organisations to integrate, build, and reconfigure their unique internal and external competencies to adapt to turbulent environments. This theory elucidates how organisations can respond promptly to rapid changes in the external business environment. Dynamic capability is the potential of an enterprise to systematically address challenges by identifying opportunities and threats, making timely, market-oriented decisions, and modifying its resource

base. The theory aims to explain how firms utilize dynamic capabilities to establish and sustain operational performance advantages over competitors by both responding to and creating environmental changes. Thus, achievable through effective BPR approach that are responsive in nature.

Although there is no best or weak theory among the above theories in explaining BPR, but it is best explained as a business management strategy that fundamentally rethinks and radically redesigns core business processes to achieve dramatic improvements in performance, efficiency, and effectiveness. Therefore, BPR emphasizes a holistic view of business objectives, encouraging a full-scale recreation of processes, and leverages information technology to enable new organisational forms and collaboration.

2.4 Empirical Review

Husameddin and Mohammad (2018) employed a qualitative research approach to examine BPR in higher education, suggesting BPR is crucial for higher education institutions navigating rapid global changes. Additionally, Akam et al. (2018) investigated BPR resources, using regression analysis to reveal that, within the Nigerian manufacturing firms, financial resources have a more significant impact on performance compared to other resources.

Nadeem and Ahmad (2021) noted the diverse range of proxies are used to represent BPR in studies worldwide, including product quality, process management, information technology usage, process design, innovation, change management, staff involvement, innovative thinking, process function, and organisational resources. Adeyemi and Aremu (2022) further observed that these BPR proxies significantly influence firm performance.

Recent research has established a connection between BPR and organisational responsiveness, although findings are mixed. For example, Tony (2023) found that top management commitment, organisational readiness for change, information technology capabilities, and people

management positively influence organizational responsiveness. Similarly, Olajide et al. (2019) demonstrated that effective leadership fosters unique organisational cultures and high-performing teams, ultimately enhancing service quality. These findings suggest that effective leadership is crucial for successful BPR and improved organisational outcomes.

Ugwu et al. (2020) also found that leadership change positively contributes to organisational competitiveness within the banking sector in Nigeria. Kimani's research on Population Services in Kenya demonstrated a positive correlation between the adoption of IT and organisational performance, suggesting that greater IT utilization can enhance organisational outcomes. BPR facilitates superior decision-making within organisations by improving data dissemination, which in turn enhances operational efficiency, reduces waste, and improves customer service.

Based on the extensive literature reviewed, the researchers hypothesized as follows:

$H0_1$: Leadership change does not significantly affect organisational responsiveness of commercial Banks in Lagos State;

$H0_2$: There is no relationship between commitments of top management on organisational responsiveness of commercial Banks in Lagos State; and

$H0_3$: There is no relationship between adoption of ICT and organisational responsiveness of commercial Banks in Lagos State.

3. Methodology

This section of the study presented the procedure of the study. This includes the area of study, population of the study, research design, sample size and techniques, sources of data and method of data presentation for analysis.

3.1 Research Design

This study employed a descriptive research design to examine a pre-existing phenomenon within a novel context. This approach facilitated a detailed understanding of the study's variables. The selection of this method was predicated on its suitability for collecting data directly from individuals with first-hand experience of the phenomenon under investigation, thereby ensuring the research questions were addressed with relevant and specific data.The selection of this approach was predicated on the study's reliance on quantitative data collection. This methodology is deemed appropriate for ascertaining the current state of the phenomenon under investigation and elucidating the 'what' and 'how' dimensions pertinent to the research questions.

3.2. Population of the Study

The geographical focus of this study was Lagos Island in Lagos State, where the selected banks are located. The study population comprised all employees of eight selected banks operating in Lagos Island, Lagos State. Lagos State is the commercial nerve center of Nigeria, contributing significantly to the nation's economy. It accounts for a substantial portion of Nigeria's GDP and hosts the headquarters of major banks and the Nigerian Stock Exchange.

The figures as provided by the Human Resources Department of the selected banks are provided in table I below:

Table I: 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)

3.3 Sample and Sampling Technique

Due to the geographical dispersion of employees across various departments within the selected banks on Lagos Island, a simple random sampling technique was employed. This approach facilitated the identification of participants possessing the requisite knowledge and experience to provide relevant insights, aligning with the study's specific informational needs.The sample size was determined using Taro Yamane's formula and201 employees were arrived at.

3.4 Sample Size Determination

Table II: 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	71(201) 417	34
8.	Guarantee Trust Bank	56	56(201) 417	27
	Total	**417**		**201**

Source: Researcher's Framework, (2024)

3.5 Method of Data Collection

Data for this research was collected through both primary and secondary methods. Specifically, primary data collection involved the distribution of questionnaires to bank employees working in selected branches on Lagos Island.These questionnaires, contained both structured (close-ended) and unstructured (open-ended) questions, that were validated by an expert before distribution. Secondary data was obtained from existing literature, journals, textbooks, and archival materials.

3.7 Method of Data Analysis

Data acquired from questionnaires was analyzed using the Statistical Package for the Social Sciences (SPSS, version 20). The results are presented through the use of tables, frequency distributions, and percentages. Secondary data sources were incorporated to corroborate findings derived from the primary field data.

The stated research hypotheses were tested using both Pearson's product moment correlation and regression inferential statistical tools.

4. Data Analysis and Results

Table III: Result onQuestionnaire Administration

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

Source: Field Survey, (2024)

Questionnaires were administered to the respondents physically with the help of two research assistants. 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.

4.1. Socio-Demographic Characteristics of Respondents

Table IV: Responses from Socio-Demographic Characteristics

The table below shows the Socio-demographic characteristics of the respondents

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**

Source: Research Survey, (2024)

Table 4.1 summarizes the socio-demographic characteristics of the study's participants. The sample was composed of 107 male respondents (66.9%) and 53 female respondents (33.1%), indicating a clear gender imbalance favoring male representation. Regarding age distribution, the largest proportion of respondents (36.3%) fell within the 31-40 age bracket (n = 58), followed by those aged 20-30 (33.1%, n = 53). Smaller segments of the sample included individuals aged 41-50 (17.5%, n = 28) and those 51 years and older (13.1%, n = 21). 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 of the respondents' educational attainment indicated a varied distribution. Approximately 35.0% (n = 56) possessed a Grade II/NCE certificate as their highest qualification. A substantial majority, 60.0% (n = 96), held either a Bachelor of Science (BSC) or Higher National Diploma (HND). A smaller proportion, 5.0% (n = 8), had attained postgraduate qualifications, including master's degrees. Overall, the data suggests that BSC/HND holders constituted the largest group within the sample. Examination of staff cadre revealed that junior staff comprised 72.5% of the respondents (n = 116), while senior staff accounted for the remaining 27.5% (n = 44).

The demographic composition of the respondent group was largely characterized by junior staff, who constituted 72.5% of the sample (n = 116). Examination of religious affiliation indicated that Christians comprised the largest segment at 51.9% (n = 83), followed by Muslims at 41.3% (n = 66). A smaller proportion of respondents identified as Traditional worshippers, representing 6.9% of the sample (n = 11). In terms of organizational tenure, nearly half of the respondents (48.1%, n = 77) had been employed for less than two years. A further 30.6% (n = 49) had worked for three to six years, while 13.8% (n = 22) had six to ten years of service. The smallest group, 7.5% (n = 12), had been employed for over eleven years. These results indicate that the majority of respondents were relatively new to the organization, with less than two years of service.

4.2 Testing of Hypotheses with Regression and Correlation Analysis

4.2.1 Hypothesis One

$H0_1$: Leadership change does significantly affect organisational responsiveness of commercial Banks in Lagos Island, Lagos State.

Table V: Regression Model on Leadership Change and Organisational Responsiveness

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

a. **Predictors**: (Constant), Leadership change

b. **Dependent Variable**: Organisational Responsiveness

Source: Researcher's Field Work, (2024)

Table 5 presents the regression analysis results, revealing an R-squared value of 0.729. This indicates that leadership change explains 72.9% of the variance in organisational responsiveness, suggesting a substantial and statistically significant relationship. The high R-squared value demonstrates a strong, positive influence of leadership change on organisational responsiveness, a key indicator of organisational performance within the selected commercial banks in Lagos Island, Nigeria.

4.2.2 Hypothesis Two

$H0_2$: There is no relationship between commitments of top management on organisational responsiveness of commercial Banks in Lagos Island, Lagos State.

Table VI: Correlation analysis on the Relationship between commitments of top management on organisational responsiveness of commercial Banks in Lagos State.

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

	Sig. (2-tailed)	.000	
	N	160	160
**. Correlation is significant at the 0.01 level (2-tailed).			

The bi-correlation analysis revealed a statistically significant and positive correlation between top management commitment and organizational responsiveness ($r = 0.701$, $p < 0.05$). These findings suggest a significant association between the two variables, leading to the rejection of the null hypothesis.

4.2.3 Hypothesis Three

$H0_3$: There is no relationship between adoption of ICT and organisational responsiveness of commercial Banks in Lagos State.

Table VII: Correlation analysis on the Relationship between ICT and organisational responsiveness of commercial Banks in Lagos State.

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

Organisational Responsiveness	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 responsiveness with (0. 803: p= 0.000<0.05), which explains that ICT has significant (80.3%) correlation with organisational responsiveness. Based on the exposition, the null hypothesis was rejected.

4.3 Discussion of Findings

This study was premised on the investigation of business process re-engineering as a predictor of organizational responsiveness 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 significantly affect organisational responsiveness of commercial Banks in Lagos Island, 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 responsiveness. This study aligns with the position of Husameddin and Mohammad's (2018) findings which suggest that leadership change withinBPR is critical for higher education institutions to effectively navigate the challenges of a rapidly evolving global landscape.

Findings also align with the dynamic capabilities theory that seeks to explain how firms achieve and maintain superior operational performance by adapting to environmental changes through strategic leadership. The present research supports this, indicating that leadership change significantly impacts the responsiveness and performance of commercialbanks, highlighting the role of dynamic capabilities in creating a competitive advantage.

For the second hypothesis which stated that there is no relationship between commitments of top management on organisational responsiveness of commercial Banks in Lagos State; findings revealed that a significant relationship exists. This findingaligns with the position of Obalum and Okocha (2018) whose findings made known that reengineering and corporate performance shareda symbiotic relationship. As such, the commitment of top management which is a dimension of business process re-engineering significantly shared relationship with corporate performance. The finding unlocks further on the administrative theory of management which outlined how managers should organize and interact with staff. Thus, the commitment of managers will promote organizational responsiveness in the selected banks.

For the third objective which stated that there is no relationship between adoption of ICT and organisational responsiveness of commercial Banks in Lagos State,the findings revealed that adopting ICT shares a significant relationship with an organisation’s degree of responsiveness. The results of this study corroborate the findings of Nadeem and Ahmad (2021), who asserted that the implementation of information technologyspecifically in process design, innovation, change management,staff involvement, innovative thinking, process function, and organisational resourcessignificantly enhances an organisation's responsiveness. This alignment also supports the Resource-Based View (RBV), which posits that a firm's resources, including ICT, are critical determinants of competitive

advantage and overall performance. The RBV underscores the strategic importance of leveraging internal resources like IT to achieve a sustainable competitive edge.

In practice,the study findings have some policy implications. For instance, Adeyemi and Aremu, (2022), observed that BPR is a strategic management approach that focused on fundamentally rethinking and redesigning core business processes to achieve significant improvements in performance and efficiency. BPR is designed to increase value by identifying and eliminating redundant or inefficient processes and replacing them with streamlined alternatives. Therefore, organisations adopt BPR practices to improve performance, match increasing competition, deliver value to customers, and implement digital transformation.

5. Conclusion

The study concludes that BPR exerts a significant influence on the responsiveness of commercial banks. Analysis revealed that leadership changes, information technology, and top management commitment are key components of the BPR. Thus, BPR components are major determinants of organizational responsiveness success. Given the utility of BPR as a tool for organisations seeking to improve performance and achieve reduced cost of leadership within their operating environments, this study concludes that the re-engineering process remains an efficient and effective mechanism for organisations striving to compete effectively. Consequently, organisations operating in competitive environments should consider re-engineering their business processes to achieve breakthrough performance and long-term organisational growth.

The study's analysis and hypotheses testing indicate a significant relationship between top management commitment and organisational responsiveness. This suggests that enhancing the organisational structure of commercial

banks is likely to improve their responsiveness, ultimately boosting performance. Similarly, the findings reveal a significant correlation between leadership change, the adoption of information technology, and organisational responsiveness within commercial banks. The study concludes that ongoing efforts to redesign business processes through reengineering are crucial for fostering superior performance in the banking sector

5.1 Recommendations

Drawing upon the empirical evidence obtained in this study, the researchers formulated the subsequent recommendations:

To improve performance and adapt to change, banks should embrace internal change processes to cut re-engineering costs. Commercial banks' management should implement flexible structures that will foster innovation, while also regularly evaluating leadership to promote change at all organizational levels. Encouraging creativity and innovation from top management is crucial for effective performance. Therefore, Banks should prioritize re-engineering processes to boost overall performance, and they must commit to ongoing training and retraining to keep employees aligned with new technologies and workplace conditions.

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