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THE EFFECTS OF BUSINESS PROCESS MANAGEMENT ON ORGANISATIONAL PRODUCTIVITY: A STUDY OF SELECTED BANKS

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Abstract
This study examined the effects of business process management on organisational productivity. Survey research design type was adopted for the study. The population was characterized with both genders (that is male and female workers) in Guaranty Trust Bank and United Bank of Africa. A sample size of two hundred and twenty-one (221) staff was selected. The sampling technique that was used was Random Sampling Technique. Data collected were analyzed using frequency, descriptive and all stated hypotheses were analysed using Pearson Correlation and the findings indicated that there was a significant relationship between change in process and competitive advantage; also, the finding showed that there was a significant relationship between radical redesign and sales growth. The study therefore recommended that during the reengineering of the processes, organizations should stress on their planning as well as strategies.

Keywords: *business process management; change process; competitive advantage; radical redesign; sales growth.*

JEL Classification: M10, M19

1. Introduction

The concept of designing organizations was first presented by Hammer (1990) as a radical redesign of processes to gain critical improvements in cost, quality, and services. For there to be a striking increase in effectiveness, efficiency and productivity, drastic change in the design of the organization's processes and production cycles is required. Organizational processes today are clearly not the same as what they were hundreds of years ago. It has been estimated that hundred years ago around nine out of ten workers moved and produced tangible material items. In 1990s, the proportion was down to one out of five the other four out of the five laborers presently produce and deliver intangible products like information and service (Drucker, 1993). As of late services are ruling the world, the foundation of any organization is people and processes. On the off chance that individuals are motivated and working hard, yet the business measures are bad and stay as non-value-adding activities, organizational performance will be poor (Orogbu, Onyeizugbe & Onuzulike, 2015).

Business process management (BPM) is considered relatively one of the new topics in management field, and it concerns with the information about running current processes or activities, upgrade and redesign it in a way that lessen the wasted effort and increase the effectiveness, and implement changes in the processes to improve the organizational performance, where it incorporate and merge between the information technology and the processes management structure for the sake of improvement, where the efficient management of processes are fundamental to maximize the value of organizations (Aldiabat, Bataineh & Abu-Hamour, 2018). Enhancing the performance of an organization is the cardinal task of every top-level manager. To accomplish the corporate objectives business process management (BPM) has arisen as an influential idea within the last decades. Today, practically all operational excellence programs run in organizations everywhere on the world depend on the BPM idea. Resting on the corporate strategy the business process is the center core aspect of every organization and, hence, they build the foundation for all further advances, for example, the improvement of information systems, the allocation of HR and so forth. Thus, BPM has become exceptionally pertinent for experts and the management research.

The banking industry is a critical driver of fiscal development for world economies through provision of services, for example, enabling money transfers, guaranteeing savers and borrowers are collected under well-ordered structures. The banking sector ensures the nations' fiscal development and long-term sustainability. Albeit critical to world stability, the most recent sixty years have seen the industry experience serious financial difficulties which have adversely influenced the economic performance of many economies. Globally most banks are battling with a several difficulties; intricate and divided policies, historical set ups, disrupting plans and advances in technologies, emerging competitors as well as tense customers with continually evolving needs. Taking a look at the East African district, the case is not so different. The economic conditions have been decaying to a great extent in Nigeria, Kenya and South Sudan, with different nations shutting the year (2020) with a not so good story to tell due to vulnerability, change and difficulties. The Nigerian financial sector is as yet battling with the test of corruption, failure to reach most of the provincial populace, tax avoidance, system challenges, fragmentation, deceitful activities and ineffectual leadership. This has led to a basic point in the financial system in Nigeria experiencing the breakdown and unproductive nature of certain banks, mergers/consolidations. This requires the adoption of BPM.

The conduct of commercial over the most recent couple of years has not been great. Bank efficiency and productivity on normal has been erratic and poor. This has been ascribed to the challenges of corruption, disruptive directives, chronicled structures, disrupting models and innovations, new business entrants, a tense customer base with ceaselessly evolving needs, inability to get to the rural populace, tax avoidance, system challenges, fragmentation, fraudulent activities and ineffective leadership. This hence require the upgrade and reinforcing of banks inner control components, developing sustainable strategies, focus on improved practices, processes and product development that is aimed at healthy, financial, social and environment friendly activities. From this viewpoint, Business Process Management is a good support for organizations as it is a powerful way to govern, improve and streamline organization's activities and processes. BPM adoption has been recognized as one of the methods in which banks can keep up and support their competitiveness through a consistent spotlight on processes. The sector faces cut throat prevalence where BPM is ceaselessly needed to help the performance of industry activities and facilitation of enterprise-wide observation and synchronization.

There exists the shortage of research focusing exclusively on the Business process management (BPM) in the financial sector in Nigeria. The couple of studies that explored on the theme Business process management (BPM) include (Aldiabat, Bataineh & Abu-Hamour, 2018; Kiruja & Kimencu, 2020). All of these

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studies were carried out outside Nigeria. From researches made online, no comparative investigations on the topics Business Process Management (BPM) explicitly on chosen banks in Nigeria. This study is therefore carried out to cover the established gaps left opened in several literatures. The aim of this study is to examine the effects of business process management on organisational productivity with reference to selected banks in Nigeria, this would help us to update the previous studies and fill the gap in literature. Other specific objectives of the study are to:

i. To investigate the relationship between change in process and competitive advantage

ii. To determine the relationship between radical redesign and sales growth

2.Literature Review

2.1. Business Process Management (BPM)

Bassam, Ashraf and Husam (2018) defined business process management (BPM) as a management approach that centers around the processes, which includes four components: strategic alignment, IT, employees' involvement, and processes improvement. A business process is a collection of inter- related events, activities and decisions that involve many actors and resources and that collectively lead to an outcome that is of value to an organization and its customers. In the recent years, many organizations have been using more and more, the concept of business processes to capture, coordinate and optimize their activities (Domingos & Martins, 2017).

Nadarajah and Kadir (2013) stated that BPM is one of the significant connections that integrate between the organizational systems and its HR, where organizations intend to augment the proficient utilization of its assets and accomplish its essential goals and clients' requirements. Recent studies (e.g., Jiraporn et al, 2017; Asmare, 2012; Hung, 2006) highlight the influential and persuading power of business process management on organizational performance. Different studies underscored the positive effect of utilizing information technology infrastructure on human resources performance (Thabit & Jmealy, 2017; Fakhour, 2016).

2.1.2. Linkage Between BPM and Organisational Productivity

BPM has become a helpful instrument for any corporate organization that is looking for enhancements in its present organizational performance and plans to

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accomplish cost leadership strategy in its operating industry and environment. For organizations endeavoring to work as adequately and productively as could really be expected, reengineering process remains a viable weapon. Organizations are needed to reengineer their business measures to accomplish performance and long-term strategy for organizational growth and performance (Siha & Saad, 2008).

By implementing BPM, organizations accomplish upper hand. This reality has been demonstrated by examining the effect of BPM on four competitive measures; these are (a) cost, (b) customer service, (c) quality and (d) productivity. The organization demonstrated improvement in all the four zones after implementation of BPM. The outcomes were a lot of commendable in process improvement and customer services (Belmiro, Gardiner & Simmons, 1997). The Satisfaction level of clients is directly influenced by reengineering of business process. Increased utilization of IT, wide network of ATMs and skilled staff assist nationalized banks to gain upper hand in the business (Dutta & Gupta, 2009). The main factor behind BPM implementation is value creation for the client, and information technology regularly plays a significant empowering role. It is important to embrace effective strategies for consolidating core and investigating new alternatives for sustained fast track development on a continuous basis and effecting midcourse correction, wherever necessary (Ranganathan & Dhaliwal, 2001).

In the event that reengineering is implemented in a proactive way as a part of organization's business strategy, the chances of accomplishing high productivity increase. The researchers who utilize reactive approach fail to accomplish critical performance outcomes and results. The researchers have focused on the point that core processes should be reengineered from the client viewpoint and managers must concentrate on the critical challenges for effective BPM implementation: changing attitudes and culture, extensive communication and overcoming fear and resistance to change at all levels of the organization, especially within the middle management. The researchers have reinforced the prior finding that IT serves as an empowering agent in the implementation of BPM (Petrozzo & Stepper, 1994). If an organization intends to reap the rewards of new information technologies, they may need to restructure their process. BPM is a new approach and tool to adequately manage the changes that occurred because of IT revolution in business world. To survive in an exceptionally unpredictable business environment, organizations need to restructure, redefine, rebuild and rethink their current business strategies. BPM helps in reduction in cost, enhances quality, speed and services are significantly improved. In the event that BPM is seen as a tool leading to growth and value

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creation, it chances of success increases (Belmiro, Gardiner & Simmons, 1997). The goal of BPM is to increase work proficiency and reduce waste. Inefficient and ineffective processes, low market share, growing level of unsatisfied customers or challenges by competitor are the rationale behind several organizations desire to change.

2.2.2. Change in Process versus Competitive Advantage

According to Khan and Hashim (2014), organizational change refers tp the changes that emerges within the organizational activities such as change in process, change in technology and change in rules and regulations or change in organizational culture. Cao, Clarke and Lehaney (2003) opined that business practitioners make changes in their organizations due to several reasons, it can be need of organizations, organization process, need to change the organizational functions, need to change its values, need to change human behavior, need to change in the authorizes and responsibilities in the organization. According to Elow, Langly and Montreal (2013) they believed that many types of changes become a challenge to successfully implement for business practitioners, such as product, marketing and sales activities, structure, culture and technological change. According to Iqbal (2011), he opined that the main purpose of the organizational change in an organization is to confirm its existence and its continuity in the business world, which might be attained by the continuous development and growth of the organization. Nowadays organization are working in a highly competitive environment and constantly growing environment, therefore organizational change has become an important factor. Shahmansouri, Esfahan and Nikki (2013) opined that competitive advantage is considered as an important factor of any organization because it is an exclusive spot of the organization. This can be obtained by utilizing the organizational resources in a well-organized manner. Furthermore, it is the ability of the organization to offer valuable harvests and facilities at a lower price as compared to their competitors.

Dranove and White (1994) expanciated the various dimensions of competitive advantage, which include; flexibility, quality, cost and delivery. In the opinion of Awwad, Khattab and Anchor (2013) flexibility refers to the organizational ability to change according to the circumstances. Flexibility was categorized as necessary flexibility (flexibility in a machine, product and material), sufficient flexibility (process, operation and program) and competitive flexibility (manufacture, growth and market).

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H1: There is significant relationship between change in process and competitive advantage.

2.2.3. Radical Redesign versus Sales Growth

Traditionally, according to Damanpour (1991) redesigning has been understood as the adoption of a system, policy, progamme, process, product or service that is new for the organization. Radical design is defined as fundamental changes in a firm's technology which give rise to a new products, services or production processes for new customers or emerging markets (Chen & Huang, 2009). While Garcia and Calantone (2002) viewed radical redesign as an important changes and novelty in the products development. Radical redesigning is identified as the main ingredient of a competitive advantage. Radical redesign creates a competitive advantage through the opening of new markets and through the generations of changes in consumer preferences (Tangkit & Panjakajornsak, 2016).

The concepts of sales growth can be used as the process of improving sales profit measures. According to Dobbs and Hamilton (2007) they defined growth change in size over a defined period of time. While Brush, Ceru and Blackburn (2009) defined growth as the geographical expansion, increase in the number of product and services, mergers and acquisition. In the opinion of Coad, Frankish, Roberts and Storey (2013) an organization experiences sales growth as a result of efficient utilization of resources and capacities that are used to facilitate growth by the companies. It consisted of radical redesign, radical innovation techniques, capacities acquired infrastructures, resources and financial counseling etc. Sales growth involves the increase in the amount of revenue generated by the firm over a particular period of time. This could occur as a result of increment in the product prices, selling of more products or both. Moreover, sales growth can also occur as a result of price increase, which could be as a result of increase, which could be as a result of inflation and therefore not due to real sales growth but if cost remains low it contributes to the real growth of the sales.

H2: There is significant relationship between radical redesign and sales growth

2.2. Theoretical Review

2.2.1. Resource Based Theory

This study is anchored on the Resource Based View (RBV). Theory which holds that organization are rent seeking units that develops and convey resources (assets and capacities) to enhance competitive advantage. The theory investigates why

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organizations are a success or failure in their area of operation. It analyzes and interprets the internal assets of the organization and places emphasis in the utilization of assets and capacities to plan and formulate strategies that achieve sustainable competitive advantages that contribute to improved organizational performance. Areas of study that relate to RBV have looked at assets and capabilities. Resources are the assets that an organization centers around to achieve its objectives or to excel on its basic success factors (Saqib and Rashid, 2013). Resources comprise of financial, labour and technical resources, tangible assets and other substances viewed as hardiness based on the Strength, Weaknesses, Opportunities and Threats analysis (Bryson, 2007).

In the opinion of Dasgupta and Gupta (2009), Penrose (1959) propounded the idea of RBV on the principle that, an administrative organization and a collection of productive resources as a bundle of potential services should be indispensable. With this statement, Penrose concurred that for every organization to face the growing competition in today's external environment, they have to focus on their internal resources and capabilities as the principal source for strength to survive and gain competitive advantage. This competitive superiority is a must for strategic purposes and should be imitable. RBV theory posits that organizations should aim to achieve strategic fit with the external environment just as well as maximize on their internal assets so as to make room and dictate potential opportunities (Armstrong, 2006).

3.Research Methodology

The survey research design was used in carrying out this research; this design is chosen to meet the objectives of the study. For the purpose of this study, the population constitutes the totality of all banks in Nigeria. Random Sampling Technique was used to select two banks namely Guaranty Trust Bank and United Bank of Africa. A total of two hundred and twenty-one (221) sample size is chosen. The data collection instrument that this study used was questionnaire; this was used to obtain primary data from the field of study. Face (expert) validity of the instrument was attained by the help of the supervisor whose supervision/opinions greatly served as a thorough guide for the success of this work was used. The data was analyzed with the use of descriptive statistics to summarize and relate variables which were be attained from the administered questionnaires. In accomplishing all analysis details with efficiency and effectiveness, the researcher utilized the aid of Statistical Package for Social Sciences (SPSS; Version 20) software. The study made use of Pearson Correlation analysis to test for hypotheses 1 to 3 since they are measuring relationship between variables.

4. Results and Discussion

Table 1. Demographic Information

		Frequency	Percentage
Gender	Male	79	35.8 %
	Female	142	64.2 %
Marital Status	Single	112	50.7 %
	Married	105	47.4 %
	Divorced	4	1.9 %
Age	0-30 years	84	37.8 %
	31-50 years	126	57.2 %
	51 years above	11	5.0 %
Education	OND/NCE	69	31.4 %
	HND/B.Sc/B.Ed	111	50.3 %
	PGDE/M.Sc/M.Ed	40.4	18.3 %
Working Experience	0-5 years	91	41.3 %
	6-10 years	68	31.3 %
	11-15 years	28	12.8 %
	16 years above	32	14.6 %

From the demographic table shown in table 1, the gender analysis showed that 64.2% of the respondents were female while 35.8% were male, which implied that majority of the respondent were female. The marital status analysis also revealed that 50.7% of the respondents were single, while 47.4 % of the respondents were married and 1.9 % were divorced, and hence there are more single respondents. The age analysis revealed that 37.8 % falls between the age range of 0-30 years, while 57.2% falls within the range of 31-50 years and 5.0 % falls between 51 and above, and hence majority of the respondents falls within the age bracket of 31-50 years. Education analysis revealed that the 31.4% of the respondents were holders of OND/NCE, while 50.3% of the respondents were HND/B.Sc/B.Ed holders and 18.3% of the respondents were 18.3% were PGDE/M.Sc/M.Ed, and hence there is high literacy rate among the respondents. While the working experience analysis revealed that 41.3% of the respondent falls between 0-5 years, while 31.3 % of the

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respondents fall between 6-10 years, 12.8 % falls within the range of 11-15 years and 14.6 % of the respondents fall within the range of 16 years above.

Hypothesis One

1. **H_0:** There is no significant relationship between change in process and competitive advantage

Table 2. Descriptive Statistics Table

	Mean	Std. Deviation	N
Change in process	2.1719	1.27469	221
Competitive Advantage	2.0860	1.17428	221

Non parametric Correlations

Table 3. Correlations Table

		Change in process	Competitive Advantage
Change in process	Pearson Correlation	1	.868**
	Sig. (2-tailed)		.000
	N	221	221
Competitive Advantage	Pearson Correlation	.868**	1
	Sig. (2-tailed)	.000	
	N	221	221

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

Interpretation of Result

The Pearson Product Moment correlation result above shows that there is a significant relationship between change in process and competitive advantage (r = 0.868). This relationship is statistically significant because the generated p-value for the result (0.000) is less than the level of significant (0.05) used for the study.

Decision Rule: Null hypothesis is rejected while the alternative hypothesis is accepted. This infers that there is a positive significant relationship between change in process and competitive advantage.

Hypothesis Two:

2. **H_0:** There is no significant relationship between radical redesign and sales growth

Table 4. Descriptive Statistics Table

	Mean	Std. Deviation	N
Radical Redesign	2.1222	1.21674	221
Sales Growth	2.1041	1.26600	221

Non parametric Correlations

Table 5. Correlations Table

		Radical Redesign	Sales Growth
Radical Redesign	Pearson Correlation	1	.936**
	Sig. (2-tailed)		.000
	N	221	221
Sales Growth	Pearson Correlation	.936**	1
	Sig. (2-tailed)	.000	
	N	221	221

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

Interpretation of Result

The Pearson Product Moment correlation result above shows that there is a significant relationship between radical redesign and sales growth (r = 0.936). This relationship is statistically significant because the generated p-value for the result (0.000) is less than the level of significant (0.05) used for the study.

Decision Rule: Null hypothesis is rejected while the alternative hypothesis is accepted. This infers that there is a significant relationship between radical redesign and sales growth.

5. Summary of Findings

The research focused on effects of business process management on organisational productivity. Based on this relevant data were gathered and analyzed. Two (2) hypotheses were tested and the entire alternative hypotheses were accepted. Hypothesis one revealed that there is a significant relationship between change in process and competitive advantage; this finding agrees with the finding of Ozcelik (2010); who posits that radical redesign strikingly increases productivity, efficiency and profitability, when change in structure and process is implemented. Hypothesis two revealed that there is a significant relationship between radical redesign and sales growth; this finding agrees with the finding of Belmiro, Gardiner & Simmons (1997) who posits that BPM helps in sales boom, reduction in cost, while quality, speed and service are also dramatically enhanced. It was also found that BPM is a tool leading to growth and value creation, it chances of success increases in any organization.

6. Conclusion

From the discussion of the finding's conclusions are drawn and it can be shown that business process management is the redesigning of business structures and processes, the associated process and structures to achieve a speedy and gradual improvement in organizational performance. The work process innovation will assist the organization to be more organized in their technique by utilizing teams to smooth out their process by training these workers in highly specialized approaches and appropriate working environment, making the work process more challenging, aggressive and fascinating, consequently improving the worker retention and firms' performance. The process redesigning focuses on incrementally improving on overall process by improving its individual steps and sub processes. It involves steadily improving an existing structures and process by decreasing the time, unpredictability and administrative structures of the individual steps and sub structures and processes, subsequently giving more obligations and power to the worker which enhances workers' job satisfactions.

7. Recommendations

The study recommends the following:

i. The study firmly recommends that firms should focus in carrying out the implementation of strategies and techniques while reengineering their business processes and structures.

ii. Firms should take into consideration the involvement and participation of people, as participative management has showed a strong impact and determinant of reengineering business operations.

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iii. During the processes of reengineering, firms should stress on their planning as well as strategies because a strong relationship was found between firms' strategy and quality improvement.

iv. Policy makers should also strongly invest on strategies and structures that determine changes in market place vis-a-vis its abilities and strengths to attain its full potential and strength. They should provide appropriate platform and infrastructure to afford a proper support framework to businesses processes that positively effects on the performance of the firms.

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