African Journal of Social and Behavioural Sciences (AJSBS)
Volume 15, Number 1 (2025) ISSN: 2141-209X

BUSINESS PROCESS RE-ENGINEERING AND THE SURVIVAL OF BLOCK MOULDING FIRMS IN BAYELSA STATE, NIGERIA

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ABSTRACT: This study looked into business process re-engineering and organisational survival of block moulding firms in Bayelsa State, Nigeria. This study analyses the effects of work change and technological change on the survival of block moulding firms in Bayelsa State. A descriptive research design was employed. The respondents consist of 164 staff, and a sample of 116 was selected through the Taro Yamani formula. A structured questionnaire was utilised using the Likert scale with five points. A test-retest approach was used to establish the reliability of the tool. The data were analysed using Pearson regression. The result (r =0.70) demonstrates the substantial correlation between work change and organisational survival. Also, the result (r = 0.72) demonstrated the fact that there is a significant relationship between technological change and organizational survival. The study, therefore, recommends that modern IT infrastructure is necessary for excellence and efficiency.

Keywords: Business Process Re-Engineering, Organizational Survival, Work Change, Technological Change

INTRODUCTION

To succeed, firms must constantly adapt their operations due to the ever-changing market environment. Numerous firms employed strategies and techniques designed to enhance business performance, enhance their productivity and effectiveness and adapt to erratic changes in the environment. Organizational survival alludes to the ability of a business to withstand and function for a lengthy time. In a dynamic business environment, organizations are faced with various challenges that threaten their survival, such as economic downturns, disruptive technologies, increased competition, and changes in consumer preferences. Therefore, organizational survival requires a focus on both the near and distant future strategies that enhance the firm's ability to withstand and adapt to these challenges. Aysar (2021) posits that corporate survival is dependent on maximizing profits from existing competencies and achieved through dedicated and motivated employees who influence the success of the organization (Shahul et al., 2022). Ensuring organizational survival requires a focus on multiple factors that contribute to long-term sustainability. Organizations must have effective management, financial stability, strong leadership, a clear strategic direction, innovation, and adaptability to withstand the challenges of a dynamic business environment. By prioritizing these factors, organizations can increase their chances of surviving and thriving over a prolonged period. BPR, or business process reengineering, is about major shifts. Examples of drastic change include corporate structures, leadership

structures, employee duties and performance evaluations, incentive programs, skill development, and information technology use (Onyinyechi, 2023). Business Process Reengineering (BPR) can potentially change every facet of modern business operations. This change can lead to anything from total failure to desirable success. The primary factors driving this change and transformation are the quick advancement of novel technologies, the increasing internationalisation of markets and corporate operations, and the ever-evolving expectations of customers. Modern firms must redefine their core strategies to effectively navigate challenging operating conditions by prioritising the reduction of service and product costs while simultaneously enhancing customer loyalty, service quality, and employee satisfaction. (Ngige, 2021).

As a result, there has always been a transition from function-centric enterprises to process-inclined enterprises. Function-inclined firms are structured around particular tasks (e.g., advertising, manufacturing, acquisition, or product discovery). In contrast, process-based firms are organised around workflows (e.g., the procedure for loan applications designed for customers). Davenport and Short (1990) in Utaminingsih (2023) posit that a business process consists of a series of rationally interconnected responsibilities executed to attain a specified firm's objective. From a process-oriented perspective, BPR is gaining significance as a critical driver of success for modern firms, serving to enhance performance as well as competitiveness (Ngige, 2021). In the words of Hammer and Champy (1993), as cited by Lahlou et al. (2023), BPR entails the essential re-examination and complete overhaul of business processes to attain significant enhancements in essential modern performance metrics, including service, speed, cost, and quality. McAdam (2023) posits that reengineering prioritizes initiating from a starting point, entirely reassessing significant business processes and leveraging information technology to achieve transformative enhancements and performance improvements. BPR involves the examination and reconfiguration of procedures both within and across organizations. According to Olubayo and Okunbanjo (2020), BPR encompasses the contemporaneous redesign of techniques, firms and their underlying informational capabilities to deliver a radical breakthrough in a period, cost, quality, and customer appreciation for the firm's services and products.

Business Process Reengineering (BPR) seeks to overhaul and modify prevailing business procedures or processes to attain significant enhancements in organizational viability. Organizations bolster their competitive edge in an unpredictable global landscape through BPR by fundamentally modifying specific procedures. Sharma (2020) asserted that BPR entails reshaped processes that collectively constitute an element of a broader system, facilitating firms to leverage contemporaneous innovations, business strategies, and technologies. Stoddard and Jarvenpaa (2020) view a business process is defined as a series of actions that convert a collection of inputs to outputs, in the form of goods or services, for another individual or process, utilizing personnel and equipment. This encompasses multiple tasks such as procurement, order fulfilment, product development, customer service, and sales (Sharma, 2020). BPR pertains to the examination and formulation of systems and processes within and between firms Davenport and Short 1990: Utaminingsih et al., 2023).

BPR is based on an alternative theoretical framework. It advocates for ongoing process enhancement; reengineering posits that the existing process is obsolete and necessitates the

initiation of a new one. This fresh perspective allows business process designers to concentrate on developing novel procedures.

Prior studies indicated that business process re-engineering influences organisational survival.

However, earlier studies did not thoroughly or in-depth examine the observed relationships to identify and explain the effect of particular business process re-engineering dimensions on specific elements of organisational survival, especially in block moulding firms in Bayelsa State. The study here investigates and describes how BPR affects organisational survival.

Statement of Research Problem

One of the numerous challenges faced by firms is the fact that it is not easy for firms to survive when the competitive environment is constantly changing because of the dynamism driven by technology and the economic forces in the environment. The ability of a firm to effectively implement BPR and manage its strategic policies in ever-changing business environments is a debatable issue. In the face of the prevailing dynamic business environment, the factors influencing firms' decisions originate mainly from product and technology innovation, competition and re-engineering activities. Firm leaders always face challenges in attaining organisational objectives. These difficulties are integrated into the business process of re-engineering with the certainty that firms can create and integrate innovative resources. A multitude of scholars has researched the effects of BPR (Odede, 2021; Terziovski et al., 2019; Khong & Richardson, 2020; Bako & Banmeke, 2019) on organisational survival. None of the studies carried out have focused on block moulding firms in Bayelsa State, Nigeria. While the findings of these studies were conclusive, none employed both measures of business process re-engineering simultaneously as this study does. Instead, they either utilised one measure or combined them with other variables not included in the current research. To address the identified gaps, this study investigates the impact of business process re-engineering, specifically work change and technological change, on the survival of block moulding firms in Bayelsa State. The current study aims to achieve the following specific objectives:

1. To know the effect of work change on the survival of block moulding firms in Bayelsa State.
2. To investigate the effect of technological change on the survival of block moulding firms in Bayelsa State.

The subsequent research questions were formulated to achieve the stated specific objective of the study;

1. In what manner does work change affect the survival of block moulding firms in Bayelsa State?
2. To what degree does technological change affect the survival of block moulding firms in Bayelsa State?

Business Process Re-engineering Overview

Davenport and Short (1990) in Utaminingsih et al. (2023) characterised a business process as a collection of rationally interconnected tasks executed to accomplish specific business objectives. Utaminingsih et al. (2023) define a process as an organised collection of activities aimed at generating a targeted product for a particular buyer or market. Stoddard and Jarvenpea (2020) define a business process as a series of tasks that convert raw material to output, specifically goods or services, for other individuals or processes, utilising both personnel and machines. This indicates a significant focus on the processes employed in organisational work. Processes include the development of new products or services, the ordering of goods from suppliers, and the creation of marketing plans, among others. The process includes various activities such as acquisition, fulfilling orders, creating products, serving customers, and sales (Sharma, 2020). Business Process Reengineering (BPR) involves the analysis and modification of procedures and workflows within and across firms. (Utaminingsih et al., 2023). Business processes Reengineering is based on an alternative theoretical framework. Continuous process improvement is emphasised; reengineering posits that the existing process is inadequate, necessitating the initiation of a new one. This clean slate perspective allows business process designers to concentrate on developing new processes.

According to Gritzuk (2020), BPR entails the simultaneous transformation of procedures and firms and the bolstering of technology infrastructures to attain significant enhancements in quality, execution time, expenditures and customer perception of the firm's goods and services. BPR involves the transformation of processes that collectively constitute a part of a broader system designed to enable organizations to leverage modern technologies, business strategies, and developments. BPR aims to redesign and modify contemporary business procedures or processes to significantly enhance firm performance.

In an unstable global business setting, firms improve their competitive edge using BPR through the fundamental reconfiguration of specific processes. The evolving dynamics of the Nigerian financial institutions market have compelled stakeholders at all levels to undergo reengineering. Innovative block moulding businesses, facilitated by Business Process Reengineering (BPR), have allowed block moulding firms to implement strategic customer schemes aimed at addressing the service and product gaps present in the block moulding firms. Unique customer schemes encompass various product and service offerings, including cement blocks, interlocks, and the logistics for delivering the products to the customers. The IT capability and facilities encompass the necessary expertise in technical as well as managerial domains to deliver dependable services. This study explored two (work change and technological change) of the numerous dimensions of business process re-engineering. They are concisely deliberated below.

Work Change and Organisational Survival

Sungau and Ndunguru (2020) assert that individuals endeavour to engage in and sustain employment within organisations that provide a positive and supportive work environment where employees feel valued and impactful. Skilled employees of such firms collaborate to advance the organisation. Organisations ought to prioritise the management of the workplace environment to enhance the efficiency of existing human resources.

Individuals seek employment with an organisation that values performance, offers growth opportunities, fosters a congenial and collaborative atmosphere, and provides a sense of belonging akin to a second home (Zaheer et al., 2022). Three essential types of environments required by an employee within an organisation are a learning environment, a supportive environment, and a work environment (Zack et al., 2022). The context of learning encompasses ongoing personal development, certification attainment, and opportunities for advanced studies. An organisation can foster a supportive environment by promoting work-life balance. Work-life balance includes time off, working remotely, reliant care, substituted work schedules, holidays, and initiatives to promote wellness initiatives. The work environment includes competent managers, supportive colleagues, challenging tasks, involvement in the process of making decisions, clarity of roles and responsibilities, and acknowledgement of contributions. The lack of such an environment compels employees to seek new opportunities. The environment must foster a feeling of connectedness between employees and the firm in all aspects.

Wu (2022) emphasises the concept of quality work life, which concerns the interplay between the work environment and individual needs. An environment that meets employees' needs is deemed to foster positive interactions, resulting in an exceptional quality of work Life. They underscored that individual needs are fulfilled when organisational rewards, including reimbursement, promotion, appreciation, and advancement, align with their expectations.

Technological Change and Organisational Survival

Technology is advancing rapidly and has become the primary tool for enhancing productivity across all organisations, both public and private. To thrive, an organisation must compete effectively within its industry and against international rivals. Business processes encompass the routine operations of an organisation, evident in sales requests, work approvals, and financial reports that must be executed as workflows. These processes can become embedded in the organisational culture and significantly influence business operations. Although implementing changes to business processes can be challenging, such modifications may be essential to leverage available information technology. Given the importance of innovation and modernisation in contemporary times, an organisation must cultivate this ethos (Yahya et al., 2021).

Technological change refers to the alterations brought about by advancements and innovations in technology. This process commences with invention, accompanied by innovation, and culminates in the diffusion of technology. This change can be characterised as "the implementation of novel tools, facilities, services, and innovative technical procedures." Some scholars refer to the result of innovation as technological change. Consequently, the catalyst for technological change is innovation (Zairi & Al-Mashari, 2019). In operational terms, alterations in productivity resulting from modifications in input are referred to as technological change (Zaheer et al., 2022). Technological change constitutes a modification in the production function. Technological change within an organisation is defined as the alteration of industrial techniques.

Concept Organizational Survival

Organisational survival refers to the efficacy of an organisation in attaining its objectives. It is the degree to which a firm has achieved its articulated objectives and goals and the effectiveness of its performance in doing so. Wood (2019) defined organisational survival as the measure of an organisation's effectiveness and efficiency in achieving its intended outcomes. Research on organisational survival has often differentiated among various metrics of this phenomenon. In their framework, Al-Mashari and Zairi (2020) delineate three metrics through which an organisation harnesses its focal point. Their attributes are efficacy, adaptability, and agility. Dess and Robinson (2020) identified adaptability and innovation as measures of organisational survival. Zaheer et al. (2022) contended that organisational survival is an abstract concept that cannot be quantified. He proposed that an organisation should identify proxy measures to represent its effectiveness rather than measuring organisational survival. It may encompass factors such as management efficiency, employee performance, core competencies, the number of individuals served, and the types and sizes of population segments served, as every employee in an organisation contributes to its survival, considering skills, experience, motivation, and rank. Other scholars incorporated various metrics, including profits, productivity, growth, revenue, and stability.

Hall et al. (2022) observed that survival influences the policy goals of the organisation and the level that is involved in achieving its aims. Organisational sustainability via organisational dedication. They observed that workplace commitment can manifest in multiple ways, including the leader-staff relationship, employee identification with the organisation, participation in decision-making, and the psychological attachment experienced by an individual. Devaraj and Kohli (2021) agree that improved performance can be attained by advancing employee attitudes towards the organisation from a lesser to a greater state of maturity. Consequently, human capital management must be intricately linked to the principles of organisational sustainability. Manganelli (2023) asserts that organisational survival aids in evaluating progress towards mission fulfilment and goal attainment. To enhance organisational sustainability, management should pursue improved communication, interaction, leadership, guidance, adaptability, and a constructive environment.

Theoretical framework

The theory underpinning the current study is Resource-Based View (RBV). The theory was made famous by Barney in 1991. Barney contended that companies attain enduring performance advantages by acquiring unique economic value resources that rivals cannot readily replicate, imitate, or substitute. Consequently, companies possessing these scarce resources ought to exploit them for their distinct organisational advantage. The Resource-Based View elucidates the connection between organisational resources and the maintenance of an edge for enhanced organisational performance, which is the determinant of the survivability of an organisation.

Empirical review of literature

First Bank Nigeria Plc was the area of study in the research conducted by Aregbeyen (2021) on business re-engineering and performance of organisations in Nigeria. Between 2003 and 2021, the

researcher used the paired data samples method. The findings indicated that the re-engineering initiative increased the bank's viability, but it had no discernible effect on the bank's ability to provide financial intermediation.

Aysar (2021) carried out a study on the Department of Vehicles and Driver Licensing in Jordan. The researcher utilised five factors of Business Process Reengineering (BPR): adaptability, technological change, corporate culture, strategic alignment of BPR, and support from top management. Information and Communication Technology served as a mediator to enhance organisational performance. The population of the study is one hundred and twenty-four staff of the department. The research utilised PLS software to analyse the gathered data. The findings indicate a statistically positive correlation between business process re-engineering and the performance of organisations.

In the study carried out by Bako and Banmeke (2019), the researchers examined the effect of business process reengineering on organisational performance, specifically in enterprise banking institutions and Ilaro micro-finance banks in Ogun State, Nigeria. Both primary and secondary data sources were examined. The study population comprised one hundred twenty-four bank employees. The data analysis was done using multinomial regression analysis. Results show that business process reengineering positively affects organisational performance.

Onyinyechi (2023) focused on the organisational performance and BPR of commercial banks in Rivers State. Seven hundred fifty workers from eighteen commercial banks in Rivers State participated in the investigation. A questionnaire served as the data collection tool. Pearson's product-moment correlation was utilised to evaluate the hypotheses. The findings indicated that business process reengineering markedly enhanced two organisational performance metrics: innovation and providing high-quality services.

Olubayo and Okunbanjo (2020) examine the impacts of re-engineering the business process on the performance of an organisation. The study population comprises seven thousand nine hundred and sixty-nine permanent staff of the selected beverage and food companies in Nigeria. A multiple regression technique was used to determine the association among the constructs. The result of the analysis established the affirmative relationship that exists between business process re-engineering and the performance organisation.

Table 1: Summary of Empirical Review

S/N	Author/Year & Area of study	Title of articles	Methodology	Findings	Gaps
1	Aregbeyen (2021) Nigeria	Business re-engineering and performance of organisations in FBN, Nigeria. Between 2003 and 2021.	The researcher used the paired data samples method.	The findings indicated that the re-engineering initiative increased the bank's viability, but it had no discernible effect on the bank's ability	The study under review studied First Bank Plc while the current study was carried out on Block Moulding firms.

				to provide financial intermediation.	
2	Aysar (2021), Jordan	Business Process Reengineering and Communication Technology on organizational performance	The population of the study is one hundred and twenty-four staff of the department The research utilised PLS software to analyse the gathered data.	The findings indicate a statistically positive correlation between business process re-engineering and the performance of organisations.	The study proxies BPR with (adaptability, technological change, corporate culture, strategic alignment of BPR, and support from top management. while the current study utilised work change and technological change as the dimensions of BPR.
3	Bako and Banmeke (2019), Nigeria	The effect of business process reengineering on the performance of organisations, specifically in enterprise banking institutions and Ilaro micro-finance banks in Ogun State	The study population comprised one hundred and twenty-four employees of the banks. The data analysis was done with multinomial regression analysis.	Results show that business process reengineering positively affects organizational performance.	The study under review was carried out on microfinance banks in Ogun State while the current research was carried out in Bayelsa State.
4	Onyinyechi (2023)	The study focused on the organisational performance and BPR of commercial banks in Rivers State	750 workers from eighteen commercial banks in Rivers State participated in the investigation. Pearson's product-moment correlation was utilised to evaluate the hypotheses	The findings indicated that business process reengineering markedly enhanced two organisational performance metrics: innovation and providing high-quality services	The study under review was done in River State while the current study was carried out in Bayelsa State, Nigeria.
5	Olubayo and Okunbanjo (2020), Nigeria	Business process re-engineering and the performance of an organisation of the selected beverage and food companies	The study population comprises seven thousand nine hundred and sixty-nine permanent staff of the selected beverage and food companies in Nigeria. A multiple regression technique was used to determine the association among the constructs.	The result of the analysis established the affirmative relationship that exists between business process re-engineering and the performance organization.	The study under review analysed the data with multiple regression while the current research utilised Pearson's product-moment correlation.

Gap in Literature

Undoubtedly, several authors, both reported and unreported in this current study, have carried out a study on business process re-engineering in developed countries, developing countries, and Nigeria. Most of these studies indicated that business process re-engineering positively impacted the performance of enterprises. However, the researcher is elated to further examine the subject matter on the following premise: A critical look at the available studies shows that none of the work under review looked into the effect of business process re-engineering on the survival of block moulding firms, especially in Bayelsa State, Nigeria. The study is unique in the sense that the measures of independent variables in the current study (work change and technological change) were not combined in a single study from the reviewed studies. Based on the statement of problem and gaps in the literature, it is, therefore, the interest of the current researcher to examine the impact of business process re-engineering on the survival of block moulding factories in Bayelsa State. Consequently, the following hypotheses were expressed in the null format;

H_{O1}: No significant relationship exists between work change and the survival of block moulding firms in Bayelsa State, Nigeria.

H_{O2}: There is no significant correlation between technological change and the survival of block moulding firms in Bayelsa State, Nigeria.

METHODOLOGY

The research employed a cross-sectional survey design method. Data was sourced through a structured questionnaire adapted from a Likert-style 21-item BPR application scale by Bhaskar (2020). The internal consistency of the items corresponding to each construct was assessed using the Cronbach alpha index to ascertain reliability. The adapted four items of work change returned an alpha value of 0.84, while technological change returned 0.81.

The study population comprises 164 workers from the 22 purposively chosen block moulding firms in Bayelsa State, Nigeria. The required sample unit of staff captured was ascertained utilising Yamane's (1968) formula for determining sample size. This is stated as thus;

$$n = \frac{N}{1 + N(e^2)}$$

A total of 116 respondents were chosen from selected block moulding firms in Bayelsa State.

The researcher utilised Bowley's (1964) population allocation technique to determine the precise figures regarding the block moulding firms.

$$nh = \frac{nNh}{N}$$

This study utilises stratified random sampling as its sampling method. The rationale behind this sampling is to ensure adequate representation of the workers in the selected sample from the 22 chosen firms. Ninety-five (95) copies of the questionnaire were thoroughly completed and submitted from the one hundred and sixteen (116) distributed copies. The participants were requested to make their views known by assessing whether they agreed or disagreed with every assertion on how well business re-engineering affects organisational survival in selected block moulding firms in Bayelsa State, Nigeria. The responses were evaluated using a five-point Likert scale, with 5 indicating strong agreement and 1 indicating strong disagreement. Consequently, 95 copies of the questionnaire were deemed appropriate for the current study. Descriptive statistics and Pearson Product Moment Correlation analysis served as methods for evaluating the collected data. This method was chosen because the current study tested the straight relationships between two variables that are both measured on an ordinal scale.

Descriptive Statistics

Research question 1: In what manner does work change affect the survival of block moulding firms in Bayelsa State?

Table 2 Relationship between work change and organisational survival

S/N	Statement	Scale				
		Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1.	Alterations in the organisational hierarchy resulted in the establishment of superior objectives.	8 (8)	12 (13)		45 (47)	30 (32)
2.	Alterations in the organisational hierarchy resulted in expedited employee responsiveness and task completion.	18 (19)	8 (8)		29 (31)	40 (42)
3.	The organisation's job redesign resulted in improved teamwork and enhanced staff performance.				35 (37)	60 (63)
4.	Alterations in the organisational hierarchy resulted in increased employee dedication and presence at work.	4 (4)	12 (13)	8 (8)	55 (58)	16 (17)

Table 2 indicates the descriptive statistics showing the pattern of sample responses about work change and organisational survival questionnaire statements. 75 (78%) respondents agreed that alterations in the organisational hierarchy resulted in establishing superior objectives. A total of 69 (72%) of the respondents agreed that Alterations in the organisational hierarchy resulted in

expedited employee responsiveness and task completion 95 (100%) of the respondents accepted that the organisation's job redesign resulted in improved teamwork and enhanced staff performance. A total of 71(74%) of the respondents agreed that Alterations in the organisational hierarchy resulted in increased employee dedication and presence at work.

Research question 2: To what degree does technological change affect the survival of block moulding firms in Bayelsa State?

Table 3: Relationship between technological change and organisational survival

S/N	Statement	Scale				
		Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1.	An augmentation in IT investments leads to enhanced performance and reduced holding costs.				30 (32)	65 (68)
2.	Information technology enables business partners to exchange information about customer requests and requirements.				38 (40)	57 (60)
3.	Investment in novel IT solutions has enhanced operational efficiency and coordination.				60 (63)	35 (37)
4.	The company has successfully decreased inventory levels through the implementation of advanced technology.			8 (8)	48 (51)	39 (41)

Table 3 indicates the descriptive statistics showing the pattern of sample responses about technological change and organisational survival questionnaire statements. A total of 95 (100%) respondents agreed that an augmentation in IT investments leads to enhanced performance and reduced holding costs. A total of 95 (100%) of the respondents agreed that Investment in novel IT solutions has enhanced operational efficiency and coordination. 95 (100%) of the respondents accept that investment in new types of IT has improved efficiency in and coordination of operations, and a total of 87(91%) of the respondents The company has successfully decreased inventory levels through the implementation of advanced technology

Table 4: No significant relationship exists between work change and organisational survival

		Work Change	**Organisational Survival**
Work Change	Pearson Correlation	1	.702**
	Sig. (2-tailed)		.000
	N	95	95
Organisational Survival	Pearson Correlation	.702**	1
	Sig. (2-tailed)	.000	
	N	95	95

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

The findings in Table 4 indicate that work change shows a positive coefficient of 0.702, making it statistically significant with a p-value of 0.000. A p-value of 0.000 indicates a positive and significant correlation between work change and organizational survival at a 5% significance level. This indicates that the null hypothesis should be rejected. It is significant to state that there exists a considerable positive correlation between work change and organizational survival.

Table 5: There is no significant correlation between technological change and organisational survival

		Technological Change	Organisational Survival
Technological Change	Pearson Correlation	1	.715**
	Sig. (2-tailed)		.000
	N	95	95
Organisational Survival	Pearson Correlation	.715**	1
	Sig. (2-tailed)	.000	
	N	95	95

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

The results in Table 5 indicate that technological change has a positive coefficient of 0.715, which is significant with a p-value of 0.000. A p-value of 0.000 indicates a positive and significant correlation between technological change and organizational survival at a 5% significance level. This indicates that the null hypothesis should be rejected. Therefore, it is reasonable to assert that a substantial positive correlation exists between technological change and organisational survival.

DISCUSSION OF FINDINGS

Following the aforementioned data analysis and literature review, the discussion of the study's findings is presented below.

The research examined how business process re-engineering affects the survival of block moulding firms in Bayelsa State The first and second hypotheses were tested with Pearson analysis coefficient. Hypothesis one, work change shows a positive correlation with organisational survival therefore, the null hypothesis was rejected. This is not strange in the sense that individual employees would endeavour to engage in and sustain employment within organizations that provide a positive and supportive work environment for them. The findings align with the study of Odede (2021) which examined the essential factors for the effective execution of BPR and their impact on the performance. The results indicated that a conducive work environment leads to increased revenue, enhanced technology, cost savings, expedited process turnaround, and superior customer service. This indicates that individuals endeavour to remain in organisations that offer a favourable and constructive work atmosphere, where employees perceive their worth and impact. This is a motivation to the employees whose contributions are valuable in the implementation of business process reengineering and ultimately ensure the survivability of the organisations.

The second hypothesis, which posited that no significant relationship exists between technological change and organizational survival, was rejected because the statistical result of the finding was found to be significant. This conforms with Aysar (2021) who carried out a study on the Department of Vehicles and Driver Licensing in Jordan. The researcher utilized five factors of Business Process Reengineering (BPR): adaptability, technological change, corporate culture, strategic alignment of BPR, and support from top management. Information and Communication Technology served as a mediator to enhance organizational performance. The findings indicate a statistically positive correlation between business process re-engineering and the performance of organisations. The study emphasises that information technology is employed to capture, store, retrieve, transmit, manipulate, or present information across one or more enterprises. An information system within an organisation delivers processes and information beneficial to its members and clients. The current study indicated that block moulding firms in Bayelsa State have augmentation in IT investments which leads to enhanced performance and reduced holding costs, information technology enables business partners to exchange information about customer requests and requirements. Investment in novel IT solutions has enhanced operational efficiency and coordination Also, the block moulding firms have successfully decreased inventory levels through the implementation of advanced technology in sourcing, and provision of accurate customer requirements.

Conclusion

Findings suggest that IT infrastructure and knowledge management are critical for the long-term survival of block moulding firms. These factors significantly influence organisational survival. The study also concludes that work change significantly influences organizational survival.

The study's findings indicate that firms must automate all operations and procure modern automation devices to achieve high accuracy, minimise cycle time, and substitute human labour in hazardous environments, among other benefits.

Recommendations

In light of the findings, the subsequent recommendations were provided.

1. As a result of the foregoing, the managers of firms should provide an effective work environment that involves employees in the processes that could lead to a change in the way things are done in the firms as this will yield revenue enhancement, technological advancement, cost reduction, expedited process turnaround, and superior customer service which will ensure the survivability of the firms.
2. 2. It is recommended that companies maintain current IT infrastructure for the firms to survive the turbulent competitive environment.

Contribution to Knowledge

The outcome of this study provides new insight into the impact of business process re-engineering on the organisational survival of block moulding firms in Bayelsa State, Nigeria. The study showed

a new approach towards business process re-engineering by showing the two dimensions of business process re-engineering involving sensing work change and technological change and their effects on the survival of block moulding firms in Bayelsa State, Nigeria. It also contributed to the Nigerian business environment perspective, especially the block moulding factories environment, the study has established a solid connection between business process re-engineering and firms' survival. Though the current finding is conclusive, the study is not without limitations few of such limitations are that the study was limited to block moulding factories, and the measures of the independent variable were limited to only two dimensions of business process re-engineering.

Suggestion for Further Studies

The study identifies potential areas for further research regarding the observed limitations within its context. Future research must increase the population size, as a more diverse participant pool will substantially enhance the results. The study focused on twenty-two specific block moulding facilities in Bayelsa State, Nigeria. Future studies could broaden the scope to include additional factories in Nigeria. Also, other researchers could capture the business process re-engineering with other sub-variables not employed in the current study. Also, future research can explore other industries or use qualitative methods for deeper insights.

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