



BUSINESS PROCESS REENGINEERING AND ORGANIZATIONAL AGILITY OF SMES IN ABIA STATE

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ABSTRACT

This research investigated the correlation between business process reengineering (BPR) and the organisational agility of small and medium-sized firms (SMEs) in Abia State, Nigeria. The study specifically examined the impact of process redesign and technology utilisation on two essential aspects of agility: response speed and flexibility. A survey study design was employed, utilising structured questionnaires sent to SME operators across several business clusters in Abia State. The accessible populations comprise of 385 employees of 20 SMEs, within Abia State. A sample of 193 was derived using krejcie and Morgan (1970) table. Spearman's correlation coefficient was used for the analysis. The results showed a strong and positive link between process redesign and response speed. This means that making workflows simpler and getting rid of unnecessary steps helped SMEs respond more quickly to changes in the market. Process redesign also greatly improved adaptability, which means that flexible procedures help small and medium-sized businesses (SMEs) deal with changing business situations. The study also found that using technology has a big effect on both response speed and flexibility. This is because digital tools help SMEs streamline their operations, improve communication, and make decisions based on data. The study concludes that BRE relates with organizational agility of SMEs in Abia State. The study recommends that SMEs should constantly change the way they do things to make them more efficient and flexible. It is also important to put money into cheap and scalable digital technologies to make both responsiveness and adaptability stronger. It also suggests that aligning BPR practices with technology adoption is essential for improving the agility and long-term competitiveness of SMEs in Abia State.

Keywords: *business process reengineering, process redesign, technology utilisation, organizational agility.*

Introduction

In Nigeria's unstable business world, the success or failure of small and medium-sized businesses (SMEs) frequently has less to do with how much money they have and more to do with how rapidly they can adapt to change. Nigerian small and medium-sized businesses (SMEs) work in one of Africa's most unstable markets because exchange rates are unreliable, infrastructure is lacking, and policies are unclear. This means that organisational agility—the ability to quickly

recognise and respond to changes inside and outside the organization— is very important for survival and growth. Recent studies indicate that SMEs exhibiting greater agility demonstrate enhanced resilience, superior performance, and continued competitiveness, even in adverse conditions (Adomako et al., 2022)..

Organisational agility is very essential because it helps small and medium-sized businesses (SMEs) respond swiftly to customer requests and market opportunities.

Evidence from Nigerian SMEs shows that being agile, with the help of digital transformation and flexible management techniques, makes it easier to reach customers and enhances customer satisfaction while cutting down on delays in operations (Unegbu et al., 2024; Ojochide & Oluwaseyi, 2024). SMEs may handle competition from both local and multinational companies by using agile methods like making decisions quickly and focussing on customer-driven innovation.

Agility also leads to new ideas and changes in strategy, which lets small and medium-sized businesses change their business models, try out new ways of doing things, and take advantage of short-term chances. Research from Nigeria shows that companies that make learning a part of their culture and use digital technologies become more flexible and creative, which helps them survive in a market that is always changing (Ononiwu et al., 2024; Isichei & Onyemachi, 2025). In practice, agile SMEs quickly reorganise teams, move resources around, and work with partners to acquire complementary skills. These are all things that immediately make them more competitive.

Organisational agility is not only beneficial for individual businesses; it also has effects on the economy as a whole. Research shows that when small and medium-sized enterprises (SMEs) in Nigeria use agile methods, they create more jobs, add more value, and help the economy grow in a way that benefits everyone (Aikor et al., 2025). This shows how important it is for policymakers and organisations that help businesses to promote agility by putting money into digital infrastructure, growing capacity, and creating ecosystems for innovation. This would not only make SMEs

more resilient, but it will also help Nigeria's economy change for the better.

Small and medium-sized businesses (SMEs) continue to represent the most important part of Nigeria's economy, and Abia State is no exception. The state is very important to business and trade, with places like the Ariaria International Market in Aba. But many small and medium-sized businesses (SMEs) still have trouble with slow digital adoption, informality, and inefficient business procedures. National data show how important the sector is: micro, small, and medium companies (MSMEs) make up 96.9% of all businesses, provide around 88% of all jobs, and provide over 46% to Nigeria's Gross Domestic Product (GDP) (SMEDAN & NBS, 2022). Recent evidence from Abia's trading clusters indicates that capabilities such as internet marketing and data-driven customer analytics are already improving sales optimisation and service delivery, suggesting preparedness for more structured transformation strategies (Obijiaku et al., 2024).

In this setting, business process reengineering (BPR)—the radical rethinking of essential procedures to generate breakthrough improvements—emerges as a strategic pathway for SMEs. BPR helps companies make their operations more efficient, cut down on waste, and respond faster without having to spend a lot of money on new equipment (Incekara et al., 2022; Rajić, 2024). It is very vital for small and medium-sized businesses in Abia State to connect BPR with organisational agility because inputs, consumer needs, and the business environment are always changing. Organisational agility, characterised by the capacity to swiftly identify and adapt to change, has been demonstrated to enhance the advantages of digital projects, particularly when bolstered by managerial commitment

and employee digital competencies (Zhang et al., 2024).

Due to limited resources, SMEs in Abia State generally find that making small, high-leverage improvements is easier than making major capital investments. Strategies that focus on processes, like getting rid of bottlenecks, combining roles, and digitising workflows, can lead to big improvements in performance. Field tests conducted by Ariaria indicate that the integration of digital tools into reengineered processes—such as including voice-of-customer feedback loops inside updated service steps—results in quantifiable enhancements in sales and service quality for SMEs (Obijiaku et al., 2024). Furthermore, integrating Business Process Reengineering (BPR) with continuous improvement methodologies like the PDCA (Plan–Do–Check–Act) cycle augments adaptability and equips organisations to maintain competitiveness amid ongoing infrastructural, logistical, and monetary issues (Rajić, 2024).

Business process reengineering is the structural underpinning and organisational agility is the dynamic skill that empowers SMEs to convert process redesign into a sustained competitive advantage. Several studies have been made on business process reengineering and organizational agility, Xu et al. (2024) research indicates that digital transformation produces enhanced creativity and performance outcomes when facilitated by agility and data capabilities, highlighting the significance of transparent and reengineered processes. Likewise, Ofoeda et al. (2024) substantiates that the integration of technologies, including application programming interfaces (APIs), enhances coordination and diminishes cycle times, resulting in outcomes such as expedited service delivery and heightened customer responsiveness, which are closely aligned

with reengineered processes. However, inadequate gap was observed on the influence of BPR on the agility of SMEs in Abia state. This study will fill the observed gap in knowledge by examining the BPR–Agility–Performance relationship in Abia's. The study aims to provide both theoretical and practical contributions: theoretically, by elucidating the mechanisms through which business process reengineering enhances agility and subsequent performance; and practically, by delineating actionable solutions for SME proprietors and support organisations in Abia State.

Statement of the Problem

Small and medium-sized firms (SMEs) in Abia State are critical for creating jobs, coming up with new ideas, and growing the local economy. However, recent data indicates that numerous organisations have challenges related to inadequate organisational agility that hinder their capacity to effectively respond to fluctuating market conditions, technological upheavals, and regulatory uncertainty (Ogueyi & Okafor, 2022). SMEs in Abia State frequently have operational inflexibilities, antiquated processes, and delayed decision-making frameworks that make it difficult for them to compete and stay in business for a long time (Nwachukwu & Onugha, 2023). This scenario is different from major companies that have access to a lot of resources and global networks.

When their organisational agility is low, SMEs are more vulnerable to external shocks such as inflation, currency fluctuations, and supply chain issues. Companies that aren't very agile have a difficult time predicting and quickly responding to changes in client needs, new technology, and threats from competitors. A lack of agility generally leads to a smaller market share, a loss of

customer trust, and lower profits. In extreme situations, enterprises can leave the market completely, which would raise the unemployment rate and hurt the state's economy (Eze & Ekwueme, 2021). Also, less adaptability makes it uncommon for small and medium-sized businesses (SMEs) to take advantage of short-lived opportunities, such as new consumer trends, digital transformation windows, or government policy incentives. Companies that aren't very flexible or adaptable can't change direction quickly, which means they miss chances to grow and come up with new ideas (Anekwe et al., 2023). So, while some companies are having a hard time staying in business, others are being surpassed by competitors that are more adaptable and use flexible processes and technology to stay relevant.

Over the years, different programmes have tried to fix the problems that small and medium-sized businesses in Abia State face with their operations. These include government programmes to improve capacity, training for entrepreneurs, and campaigns to get businesses online. Although these initiatives have produced some enhancements, the basic issue of inadequate organisational agility remains, mostly due to their emphasis on superficial improvements rather than a comprehensive reevaluation of business processes (Okeke & Igwe, 2020). Such an approach has caused many small and medium-sized businesses to get stuck in old, inflexible ways of doing business that don't work in today's fast-paced commercial world.

This study suggests business process reengineering (BPR) as a strategic approach to enhancing organisational agility among SMEs in Abia State. SMEs may get rid of unnecessary steps, make better use of their resources, and build flexible workflows that fit with how businesses compete today by completely rethinking and redesigning their

business processes. BPR may change small and medium-sized businesses (SMEs) from being reactive to proactive and adaptable, allowing them to thrive even when things are unclear outside of their control (Edewhor & Okoh, 2024). This study will investigate the utilisation of BPR to improve agility, facilitating sustainable growth for SMEs in Abia State within a rapidly evolving business environment.

Aim and Objectives Of The Study

The aim of this study is to examine the relationship between business process reengineering and organizational agility SMEs in Abia State. The specific objectives are to;

- i. Examine the relationship between process redesign and response speed of the SMEs in Abia State.
- ii. Determine the relationship between process redesign and adaptability of the SMEs in Abia State.
- iii. Examine the relationship between technology utilisation and response speed of the SMEs in Abia State.
- iv. Determine the relationship between technology utilisation and adaptability of the SMEs in Abia State.

Research Questions

The following research questions were given in the study;

- i. What is the relationship between Process redesign and response speed of the SMEs in Abia State?
- ii. How does Process redesign relate with adaptability of the SMEs in Abia State?
- iii. How does technology utilisation relate with response speed of the SMEs in Abia State?
- iv. What is the relationship between technology utilisation and adaptability of the SMEs in Abia State?

Research Hypotheses

The following research hypotheses were stated and tested in this study;

H₀₁: There is no significant relationship between Process redesign and response speed of the SMEs in Abia State.

H₀₂: There is no significant relationship between Process redesign and adaptability of the SMEs in Abia State.

H₀₃: There is no significant relationship between technology utilisation and response speed of the SMEs in Abia Sta.

H₀₄: There is no significant relationship between technology utilisation and adaptability of the SMEs in Abia State

Research Model

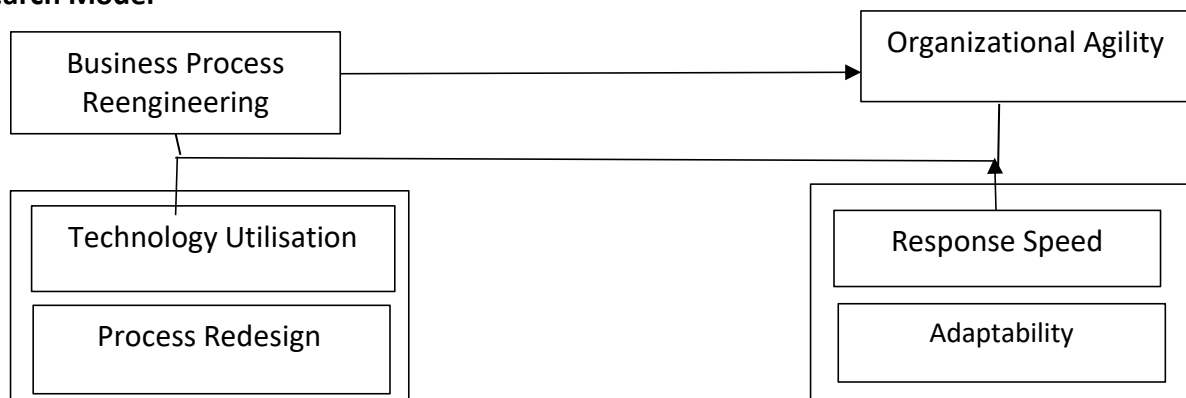


Figure 1: A conceptual framework showing the relationship between business process reengineering and organizational agility.

Source: Adapted from Hammer and Champy (1993), Gunasekaran and Kobu (2007), and Author's conceptualisation (2025).

Business Process Reengineering

Business Process Reengineering (BPR) is the process of fundamentally rethinking and radically redesigning business processes in order to make big gains in cost, quality, service, and speed. BPR has been more popular in Nigeria in the last few years as businesses look for new ways to make their operations more efficient and stay competitive in the face of economic and infrastructure problems. Edewhor & Okoh (2024) assert that BPR empowers organisations to contest obsolete methodologies and establish efficient workflows that correspond with contemporary market dynamics. For SMEs,

BPR is not just a way to save money; it is also a strategic way to make sure that operations are flexible, innovative, and able to adapt to changes in the environment. It is an important tool for making sure that organisational processes are in line with strategic goals, getting rid of unnecessary steps, and making the most of limited resources in unpredictable situations.

Process Redesign

According to Investopedia (2025), process redesign means changing the way an organisation works, including its roles, systems, and workflows, to make it more efficient and successful. Process redesign can be done in little steps, focusing on making things better all the time and getting rid of bottlenecks in current systems. This is different from BPR, which is radical. Process redesign has been recognised as an effective approach for operational improvement among Nigerian SMEs, considering their

constrained resources (Ekweli, 2020). It helps companies do better by making sure that their processes meet consumer needs and market demands. Process reform helps with resilience in addition to efficiency by speeding up approval periods, making cooperation better, and encouraging cost-effective innovation. As a result, it is an important tool for small and medium-sized businesses to stay competitive in unstable markets and gain the flexibility they need to be agile.

Technology Utilization

Using technology means using digital tools, systems, and platforms in business operations in a way that is effective and leads to new ideas and better ways of doing things. In Nigeria, small and medium-sized enterprises (SMEs) are using more digital technologies, including mobile platforms, cloud computing, and artificial intelligence, to boost productivity (Anekwe et al., 2023). This is because SMEs are under pressure from both infrastructure and competition. These solutions help businesses automate tasks that they do over and over, make communication easier, and make decisions more accurately. More than just a support tool, technology is a key driver of business agility because it gives companies the ability to quickly adapt to changes, lower transaction costs, and reach more customers. For small and medium-sized businesses (SMEs), using technology not only makes them more efficient, but it also encourages new ideas and makes them more resilient, which helps them keep growing in changing markets.

Organisational Agility

Organisational agility is the ability of a company to quickly notice and react to changes in the environment, consumer needs, and competition (Tallon et al., 2019). It is

considered a dynamic skill that allows companies to change their resources and strategy on the fly to deal with unpredictability. In Nigeria, organisational agility has emerged as a pivotal performance metric for SMEs, given that the business environment is frequently unsettled by economic instability, regulatory fluctuations, and technological advancements (Olaleye et al., 2021). Agile companies are better able to handle crises, take advantage of opportunities, and keep customers happy even when things are unpredictable. This skill encourages innovation, makes businesses more responsive to customers, and makes sure that companies can succeed even in markets that are hard to anticipate. This makes them more sustainable and competitive in the long run.

Response speed

Response speed is the ability of a business to make quick decisions and act quickly when it sees a chance or a threat. It shows not just how well decisions are made but also how well the organisation can carry out those decisions (Ekweli, 2020). In Nigeria's fast-paced and sometimes unexpected business world, how quickly a business can respond is a major factor in how competitive it is, especially for small and medium-sized businesses in the retail and service sectors. Companies that can respond more quickly can cut down on delays in their operations, meet customer needs more quickly, and take advantage of short-lived opportunities before their competitors. In highly competitive marketplaces, response time is a key distinction that helps small and medium-sized businesses (SMEs) stay relevant and competitive even when they don't have a lot of resources.

Adaptability

Adaptability is the ability of organisations to

adapt their plans, structures, and procedures when the outside world changes (Uhl-Bien & Arena, 2018). It entails not merely responding to disturbances but also proactively reconfiguring operations to maintain performance over time. Adaptability is especially important for small and medium-sized businesses (SMEs) in Nigeria since policies change often, infrastructure is poor, and the market is unstable. Companies that encourage flexibility are more likely to come up with new ideas, use a wider range of resources, and survive shocks that would otherwise threaten their survival. Adaptability is a survival skill that gives small and medium-sized businesses the strength and flexibility they need to stay competitive over the long term. It also helps organisations learn and come up with new ideas, making sure they stay focused on the future and can thrive even when outside problems keep coming up (Olaleye et al., 2021).

Dynamic Capabilities Theory

David Teece, Gary Pisano, and Amy Shuen first proposed the Dynamic Capabilities Theory in 1997. The notion asserts that organisations must perpetually cultivate, integrate, and reorganise both internal and external competences in order to navigate swiftly evolving contexts. This is especially important for small and medium-sized businesses (SMEs) in Nigeria, where the economy is uncertain, policies change, and new technologies come along all the time. SMEs can use dynamic capabilities to improve reaction speed, revamp procedures, and adopt new technology through business process reengineering. Such an approach sets the stage for organisational agility, which lets companies stay competitive even when they don't have enough resources by being able to see changes in the market, adjust rapidly to

client needs, and stay ahead of the competition. Consequently, the theory offers a robust conceptual framework for comprehending how process reengineering might enhance agility and sustainability in SMEs functioning within unstable environments.

Empirical Review

Adomako et al. (2022) examined the influence of firm-level competences on the strategic agility and international performance of SMEs in Ghana. Utilising survey data from 233 internationalised SMEs through a time-lagged design, the study conducted regression analyses to examine the impact of technological and networking capabilities on agility outcomes. The results indicated that these competencies substantially improved strategic agility, which subsequently influenced international performance, with environmental dynamism and knowledge serving as moderating factors in these connections. The study, while informative, primarily concentrated on the internationalisation of SMEs in Ghana, thereby creating a contextual deficiency in comprehending how non-exporting SMEs in Nigeria, especially in Abia State, could use agility to enhance domestic competitiveness.

Edewhor and Okoh (2024) studied how Business Process Reengineering (BPR) affects the performance of organisations in a similar study of some commercial banks in South-South Nigeria. The authors employed a descriptive survey methodology to gather data from 151 managers across five banks, subsequently analysing the replies using Pearson's correlation and regression techniques. The results indicated that BPR components, including top management commitment, IT adoption, and leadership restructure, markedly enhanced performance metrics such as responsiveness and

profitability. Even though it was important, the study only looked at the banking industry, where the rules and structures are different from those of small and medium-sized businesses (SMEs). Therefore, we have yet to adequately examine the direct influence of BPR on enhancing organisational agility within small and medium-sized firms.

Usman (2023) conducted a study on the correlation between organisational agility and SME success in Bauchi, Nigeria. A sample of 183 was taken from a group of 364 registered SMEs, utilising Krejcie's and Morgan's sampling approach. The study utilised a survey methodology and Spearman's rank correlation to assess hypotheses. The results demonstrated a robust positive correlation between agility dimensions, specifically resource flexibility, IT adoption, and leadership and SME success. The study validates the significance of agility for SME performance; however, it did not explore how structured interventions such as BPR could enhance agility, nor did it examine the distinct business environment of SMEs in Abia State.

In a similar vein, Olubiyi (2022) evaluated the impact of technological capability on the business performance of SMEs in Lagos State in the post-COVID-19 period. The study employed a multistage sampling methodology to poll a substantial cohort of SME owners and managers, subsequently analysing their replies with regression and ANOVA approaches. The results indicated that technological skill is a significant determinant of performance, although the intensity of the correlation differed among industries. The study underscores the importance of technology adoption but fails to elucidate the process pathway, particularly how business process redesign and BPR methods might leverage technology to enhance agility. Additionally,

the Lagos environment, as Nigeria's commercial hub, may not accurately reflect the realities of SMEs in Abia State, which have distinct structural and operational issues.

Methodology

The cross-sectional survey was used in this study. The accessible populations comprise of 385 employees of 20 SMEs, within Abia State. A sample of 193 was derived using Krejcie and Morgan (1970) table. The primary data was obtained using a well-structured questionnaire. The independent variable, business process reengineering, was operationalized using two dimensions: process redesign and technology utilisation. Each construct was measured with a set of five items. For instance, process redesign was assessed with five items (e.g., "Our organization regularly reviews and eliminates redundant processes to enhance efficiency"). Similarly, technology utilisation was measured with five items (e.g., "We adopt digital tools to automate key aspects of our operations").

The criterion variable, organizational agility, was measured using two dimensions: response speed and adaptability. Response speed was assessed with five items (e.g., "Our firm is able to respond quickly to changes in customer demands"). Adaptability was also measured with five items (e.g., "We adjust our strategies and operations promptly in response to environmental changes"). Face and content validity were used to determine the validity of the instrument used in this investigation. The reliability was determined using Cronbach's Alpha. The Cronbach's Alpha reliability level of 0.7 was used in the investigation. Values above 7.0 are considered composite reliable. Spearman's rank correlation analyses were used for the analysis.

Results and Discussion

193 questionnaires were distributed, but only 183(92.5%) copies were returned, and this constitute the valid questionnaire.

The hypotheses test is undertaken at a 94.8% confidence interval and the decision rule is stated below.

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

Table 1: Correlations Between Process Redesign and Dimensions of Organizational Agility

		Process Redesign	Response Speed	Adaptability	
Spearman's Rho	Process Redesign	Correlation Coefficient	1.000	.722**	.735**
		Sig. (2-tailed)	.	.000	.000
		N	183	183	183
	Response Speed	Correlation Coefficient	.722**	1.000	.715**
		Sig. (2-tailed)	.000	.	.000
		N	183	183	183
	Adaptability	Correlation Coefficient	.735**	.715**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	183	183	183

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

Source: SPSS Output, 2025.

Process Redesign and Response Speed: As shown in Table 1, the Spearman's rho value is 0.722 ($p = 0.000$), which is less than the significance threshold of 0.05. The coefficient of determination (r^2) is 0.521, indicating that approximately 67.6% of the variation in response speed can be explained by process redesign. Based on these results, the null hypothesis (H_{01}) is rejected, and the alternative hypothesis (H_{a1}) is accepted. This indicates a significant and positive relationship between process redesign and response speed.

Process Redesign and Adaptability: Table 1 reveals a Spearman's rho value of 0.735 ($p = 0.000$), which is also below the alpha level of 0.05. The r^2 value of 0.540 suggests that 69.7% of the variance in adaptability is attributable to process redesign. Consequently, the null hypothesis (H_{02}) is rejected in favour of the alternative hypothesis. This confirms a strong and positive relationship between Process redesign and adaptability.

Table 2: Correlations between Technology Utilisation and the Dimension of Organizational Agility

		Technology Utilisation	Response Speed	Adaptability	
Spearman	Technology Utilisation	Correlation Coefficient	1.000	.710**	.707**
		Sig. (2-tailed)	.	.000	.000

	N	183	183	183
Response Speed	Correlation Coefficient	.710**	1.000	.695**
	Sig. (2-tailed)	.000	.	.000
	N	183	183	183
Adaptability	Correlation Coefficient	.707**	.695**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	183	183	183

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

Source: SPSS Output, 2025.

Technology Utilisation and Response Speed:

According to Table 2, the Spearman's rho value is 0.710 ($p = 0.000$), which is below the significance level of 0.05. The coefficient of determination (r^2) is 0.504, indicating that 65.6% of the variation in response speed is explained by technology utilisation. Given this result, the null hypothesis (H_{03}) is rejected, and the alternative hypothesis (H_{a3}) is accepted. This demonstrates a strong and significant positive relationship between technology utilisation and response speed.

Technology Utilisation and Adaptability: As shown in table2, the Spearman's rho value is 0.707 ($p = 0.000$), which is less than the 0.05 significance level. The r^2 value is 0.500 indicating that technology utilisation accounts for 50% of the variation in adaptability. Based on this evidence, the null hypothesis (H_{04}) is rejected in favour of the alternative hypothesis. This suggests that there is a strong significant and positive relationship between technology utilisation and adaptability.

Discussion of Finding

The results of this study indicated that process redesign substantially affects the aspects of organisational agility, specifically response speed and adaptability. The correlation study indicated a robust positive association between process redesign and

response speed ($p = 0.722$, $p < 0.05$) as well as adaptability ($p = 0.735$, $p < 0.05$). These findings indicate that when SMEs in Abia State reorganise their workflows, systems, and operational procedures, they are more effectively equipped to swiftly adapt to environmental shifts and accommodate changing business circumstances. This result corroborates the assertion of Al-Omari and Okasheh (2022), who highlighted that a well-structured process redesign increases organisational efficiency and agility by removing redundancies and optimising workflow alignment.

Moreover, the use of technology was also found to greatly improve organisational agility in both areas. The findings demonstrated a robust positive correlation between technology utilisation and response speed ($p = 0.710$, $p < 0.05$), in addition to adaptability ($p = 0.707$, $p < 0.05$). This means that small and medium-sized businesses (SMEs) that use current technologies in their work can analyse information faster, make decisions automatically, and use resources more effectively, which makes them more agile. These results align with the research conducted by Ogunkoya and Hassan (2023), which indicated that the adoption of technology enhances a firm's ability to rapidly respond to uncertainties and adjust to evolving business environments. These

findings confirm the dismissal of the null hypotheses and the endorsement of the alternative hypotheses, which assert that the dimensions of business process reengineering—process redesign and technology utilization—are crucial determinants of organisational agility in SMEs.

Conclusion

This study investigated the correlation between business process reengineering and the organisational agility of SMEs in Abia State, emphasising process redesign and technology utilisation as facets of business process reengineering, and response speed and adaptability as indicators of organisational agility. The results showed that both process reform and technology use have a big and beneficial effect on organisational agility. Small and medium-sized businesses (SMEs) that regularly redesign their processes are better at getting rid of inefficiencies, making workflows more efficient, and adapting to changes in the environment more quickly and effectively.

In the same way, using technology in operations makes it easier for companies to quickly process information, adjust to changes in the market, and stay competitive in fast-paced business environments. The results show that SMEs can improve their organisational agility by using business process reengineering approaches on purpose. By embracing process redesign and leveraging technology, SMEs in Abia State can strengthen their resilience, sustain competitiveness, and improve overall performance in a rapidly changing business landscape. This study suggests that business process reengineering is a crucial technique for improving organisational agility. It proposes that SMEs institutionalise continual process improvement and invest in current technical solutions to maintain agility and sustainability.

Recommendations

1. SMEs should always look over and change their business processes to get rid of unnecessary procedures, make workflows easier, and cut down on bottlenecks. This will enable them to adapt to client needs and changes in the market faster and shorten turnaround times.
2. SMEs should use flexible process redesign solutions that make it easier to make changes when business conditions change. SMEs will be better equipped to deal with uncertainties and disruptions if they build adaptability into their redesigned processes.
3. Small and medium-sized businesses (SMEs) should buy the right and cheap digital tools, such as cloud solutions, customer relationship management (CRM) systems, and digital payment platforms. Using these tools will help them meet consumer requests more quickly, keep an eye on operations in real time, and stay competitive in a changing market.
4. SMEs should focus on using technology not just for automation but also for increasing the flexibility of their organisations. SMEs can quickly respond to changes in customer preferences, government rules, or competition by teaching their staff how to use digital tools and make decisions based on data.

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