

# Business Process Reengineering in the Digital Era: The Role of Digital Capability, Organizational Readiness, and Process Agility in Sustainable Business Performance

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**Abstract.** The rapid advancement of digital technologies has transformed how organizations design, execute, and evaluate business processes. Business Process Reengineering (BPR) has evolved from a conventional approach emphasizing radical process change into a broader paradigm involving digital capability, organizational readiness, and process agility. This study develops an integrated conceptual framework linking digital capability, organizational readiness, BPR, process agility, and sustainable business performance, based on a structured review of recent Scopus- and Web of Science-indexed literature together with relevant studies on business process reengineering and digitalization in micro, small, and medium enterprises (MSMEs). The review indicates that digital technologies generate greater organizational value when used to fundamentally redesign processes rather than merely digitize manual activities. Accordingly, BPR is proposed as the central mechanism translating digital capability into process agility and sustainable performance, with organizational readiness as an enabling condition. Seven propositions are formulated to guide future empirical research, particularly in MSME contexts.

**Keywords:** *Business Process Reengineering; Digital Capability; Organizational Readiness; Process Agility; Sustainable Business Performance*

## 1 Introduction

The continuous advancement of digital technology has substantially altered the manner in which organizations design, operate, and manage their business processes. Digital transformation is no longer restricted to converting conventional activities into digital formats. Instead, it increasingly involves restructuring information flows, decision-making mechanisms, resource utilization, and interactions among organizational stakeholders. Recent studies on business process redesign indicate that digital technologies provide several capabilities that can facilitate fundamental changes in business processes, including digitalization, communication, analytics, digital representation, and connectivity [1].

This development has reinforced the relevance of Business Process Reengineering (BPR) in contemporary organizations. Traditionally, BPR emphasizes fundamental and substantial changes to business processes with the objective of improving cost efficiency, quality, service, and speed. However, the current business environment requires a broader interpretation of BPR because process transformation increasingly occurs alongside digital transformation, data analytics, automation, enterprise systems, and organizational capability development.

An important distinction therefore needs to be made between digitalization and business process reengineering. Transforming a paper-based procedure into an electronic document, for example, may improve accessibility and reduce administrative work, but such a change does not necessarily represent BPR. A more fundamental transformation occurs when digital technology changes the sequence of activities, decision-making mechanisms, information flows, responsibilities, and interactions among actors within the process [1].

The development of BPR research also indicates that technological factors cannot be separated from organizational and human factors. A systematic review conducted by Fetais et al. [2]

demonstrates that successful BPR implementation involves technological, organizational, and human dimensions. Process transformation may change employee responsibilities, required competencies, communication patterns, and organizational structures. Consequently, technological investment alone cannot guarantee successful process reengineering.

This issue becomes increasingly important in the context of micro, small, and medium enterprises (MSMEs)<sup>1</sup>. Compared with large corporations, MSMEs generally face more limited financial resources, technological infrastructure, and human resources. Therefore, BPR implementation in MSMEs requires an approach that considers organizational capacity and resource limitations. Digital technology may facilitate improvements in marketing, sales, purchasing, payment, inventory management, and customer service, but these improvements should be accompanied by appropriate organizational readiness.

The works of Wahyani provide relevant contextual support for examining this issue. Through Business Process Re-Engineering, Wahyani discusses business reengineering as part of organizational and business development, including the utilization of business processes to support value creation and alternative business activities [7]. Related studies by Wahyani and colleagues also demonstrate the importance of digitalization for MSMEs, particularly through internet infrastructure, social media, and e-commerce as mechanisms for business adaptation and market development [3], [4].

At the broader BPM level, foundational work has long argued that lasting improvement depends on the redesign of the process itself rather than on technology adoption alone [9], and comprehensive handbooks have since codified the corresponding modeling and management approaches [10], [11]. Building on this foundation, recent literature has increasingly highlighted the interaction among technology, people, organizational structure, knowledge, and organizational culture. A systematic literature review published in the Business Process Management Journal identifies organizational and information technology issues as important challenges in BPM while also emphasizing the significance of employees, competencies, knowledge, organizational culture, and stakeholder involvement [5].

Another important research issue concerns the evaluation of business processes before redesign is implemented. Tsakalidis and Vergidis [6] identify limitations in existing approaches for systematically evaluating the redesign potential of business processes. This indicates that BPR research should not focus exclusively on post-implementation outcomes but should also consider whether a particular process is sufficiently suitable for redesign before organizational resources are committed.

Based on these developments, the main issue addressed in this study is not simply whether BPR contributes to organizational performance. Instead, the study focuses on how digital capabilities can be transformed into meaningful process redesign, how organizational readiness facilitates BPR implementation, and how redesigned processes contribute to process agility and sustainable business performance.

Accordingly, this study aims to:

1. identify important dimensions of contemporary BPR in the digital era;
2. examine the conceptual relationship between digital capability and BPR;
3. analyze the role of organizational readiness in supporting BPR;
4. explain process agility as an important consequence of process redesign; and

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<sup>1</sup> MSME classification criteria (based on asset value and annual turnover) may differ across countries and institutions; this study does not restrict the discussion to one specific national definition.

5. formulate an integrated framework connecting digital capability, BPR, process agility, and sustainable business performance.

## 2 Literature Review

### 2.1 Business Process Reengineering

Business Process Reengineering represents an organizational transformation approach that focuses on critically examining existing business processes and redesigning them to achieve substantial improvements. Although the traditional BPR perspective emphasizes radical process transformation, contemporary research increasingly connects BPR with Business Process Management, digital transformation, automation, data analytics, and organizational capabilities.

Wahyani's Business Process Re-Engineering places reengineering within the broader context of business development and organizational transformation. The work also discusses business process utilization in relation to industrial resources and the development of alternative business activities [7].

In contemporary research, the effectiveness of BPR should therefore not be determined solely by whether an organization introduces new technology. A more fundamental question concerns whether the technology changes the underlying structure and logic of the business process.

Milani et al. [1] identify several technological capabilities that can support business process redesign, including digitalization and information processing, communication, analytics, digital representation, and connectivity. These capabilities demonstrate that technology functions primarily as an enabler of process transformation, rather than being the ultimate objective of BPR.

### 2.2 Digital Capability and Business Process Reengineering

Digital capability represents an organization's capacity to utilize digital technologies, information, data, and digital infrastructure to support organizational activities and transformation. In BPR, the relevance of digital capability is determined by its ability to facilitate changes in business processes.

**Table 1. Digital Capabilities Supporting Business Process Redesign**

| Digital Capability            | Contribution to BPR                                                        | Illustrative Application          |
|-------------------------------|----------------------------------------------------------------------------|-----------------------------------|
| <b>Digitalization</b>         | Converts physical information and manual activities into digital processes | Digital order recording           |
| <b>Communication</b>          | Improves the speed and accessibility of information exchange               | Real-time communication           |
| <b>Analytics</b>              | Supports evidence-based process decisions                                  | Demand analysis and forecasting   |
| <b>Digital representation</b> | Provides digital representations of processes or business objects          | Digital workflow                  |
| <b>Connectivity</b>           | Integrates internal and external stakeholders                              | Supplier and customer integration |

These capabilities indicate that digital capability should not simply be measured from the existence of technological infrastructure. More meaningful dimensions include the extent to which technology supports process integration, information accessibility, process visibility, decision-making, and organizational connectivity.

Research by Wahyani et al. [3] illustrates the relevance of digitalization for MSMEs through the utilization of internet infrastructure, digital facilities, social media, and digital marketing. Wahyani and Sari [4] also demonstrate how e-commerce technology can influence online sales and purchasing processes.

Therefore, digital capability can theoretically be positioned as an antecedent of BPR, rather than treating digitalization and BPR as interchangeable concepts.

### **2.3 Organizational Readiness**

The availability of digital technology does not automatically ensure successful BPR implementation. Organizations require adequate conditions to adopt, implement, and sustain changes in their business processes. These conditions can be conceptualized as organizational readiness, which can be examined through three principal dimensions: (1) management readiness, including leadership commitment and resource provision; (2) employee readiness, including employee competence, participation, and willingness to accept change; and (3) structural readiness, including organizational flexibility, information availability, and cross-functional coordination.

Fetats et al. [2] emphasize the importance of human, technological, and organizational dimensions in BPR implementation. Similar concerns appear in contemporary BPM research, where employee involvement, organizational culture, competencies, knowledge, and stakeholder engagement are increasingly recognized as important elements [5].

Consequently, organizational readiness should be regarded as an important condition that determines whether an organization's digital capability can actually be translated into effective process redesign.

### **2.4 Process Agility**

Process agility represents the capacity of business processes to respond quickly and appropriately to changes in customer needs, market conditions, technology, and organizational requirements<sup>2</sup>.

In the context of BPR, process agility can emerge when redesign eliminates unnecessary activities, improves information visibility, accelerates decision-making, integrates organizational functions, and provides greater flexibility in task execution.

The relevance of process agility has become stronger as organizations operate in environments characterized by rapid technological and market changes. Consequently, BPR should not only pursue efficiency based on current conditions but should also create processes capable of adapting to future changes.

### **2.5 Sustainable Business Performance**

Traditional BPR studies frequently evaluate outcomes through cost reduction, productivity, quality, speed, and customer satisfaction. Contemporary organizations, however, increasingly require a broader performance perspective that considers long-term business sustainability.

Sustainable business performance can therefore incorporate three interconnected dimensions: economic performance, such as productivity, cost efficiency, and profitability; operational performance, such as process speed, quality, flexibility, and reliability; and customer and market performance, including customer satisfaction, retention, and service responsiveness.

Such an approach prevents BPR from being reduced to a mechanism for short-term cost reduction and instead positions process redesign as a means of creating longer-term organizational value.

## **3 Research Methodology**

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<sup>2</sup> In the literature, process agility is sometimes discussed under related terms such as business process flexibility or process adaptability.

This study adopts a structured literature review and conceptual synthesis approach. The literature was organized around four central constructs: digital capability, organizational readiness, Business Process Reengineering, and process agility/sustainable business performance.

The review primarily considered recent publications addressing BPR, BPM, digital transformation, digital innovation, process redesign, and organizational transformation. Publications indexed by Scopus and/or Web of Science were prioritized<sup>3</sup> for establishing the international theoretical foundation. Relevant publications by Widhy Wahyani were incorporated to provide contextual grounding, particularly concerning BPR, digitalization, e-commerce, and MSMEs.

The literature analysis consisted of four main stages, summarized in Table 2.

**Table 2. Literature Analysis Procedure**

| Stage | Main Activity                                       | Expected Output                                       |
|-------|-----------------------------------------------------|-------------------------------------------------------|
| 1     | Identification of BPR literature                    | Identification of major BPR dimensions                |
| 2     | Identification of digital transformation literature | Identification of digital capability dimensions       |
| 3     | Examination of organizational factors               | Identification of organizational readiness dimensions |
| 4     | Integration of findings                             | Development of the conceptual framework               |

This approach follows the direction of recent BPR and BPM literature, which increasingly examines the interaction between process redesign, digital technology, organizational factors, and performance outcomes [1], [5], [6].

## 4 Results and Discussion

### 4.1 Development of Business Process Reengineering Research

The literature indicates a gradual transformation in the focus of BPR research, summarized in Table 3.

**Table 3. Development of BPR Perspectives**

| Perspective             | Main Emphasis                      | Dominant Technology            | Main Performance Orientation          |
|-------------------------|------------------------------------|--------------------------------|---------------------------------------|
| <b>Classical BPR</b>    | Radical redesign                   | Information systems            | Cost, quality, speed                  |
| <b>BPM-oriented BPR</b> | Continuous process improvement     | ERP and workflow systems       | Efficiency and control                |
| <b>Digital BPR</b>      | Technology-enabled redesign        | Cloud, analytics, platforms    | Agility and integration               |
| <b>Intelligent BPR</b>  | Data-driven and adaptive processes | AI, process mining, automation | Agility, innovation, resilience       |
| <b>Sustainable BPR</b>  | Long-term process transformation   | Digital and green technologies | Economic, social, environmental value |

<sup>3</sup> Scopus and Web of Science were selected because they are the two most widely used international citation databases and apply a rigorous peer-review and indexing criteria, which helps ensure the methodological quality of the literature reviewed.

The development shown in Table 3 does not imply that the radical-change perspective has disappeared. Rather, BPR has increasingly become integrated with continuous process management and digital transformation.

Milani et al. [1] demonstrate this development by identifying several digital capabilities that can support different process redesign mechanisms, particularly digitalization, communication, analytics, digital representation, and connectivity.

#### 4.2 *Digital Capability as an Enabler of BPR*

The conceptual relationship between the two constructs can be expressed as:

##### **Digital Capability → Business Process Reengineering**

Digital capabilities allow organizations to identify process inefficiencies, visualize workflows, analyze process data, automate repetitive activities, and connect organizational stakeholders.

However, the presence of digital technology does not necessarily indicate that BPR has occurred. An organization may implement sophisticated technology while retaining the same inefficient process structure. Therefore:

##### **Digitalization does not automatically constitute Business Process Reengineering.**

For example, changing a paper-based purchase order into an electronic document represents digitalization. In contrast, redesigning procurement so that approval is automatically determined according to purchasing thresholds, supplier performance, inventory conditions, and current demand represents a deeper form of process reengineering.

The fundamental difference is therefore found in the logic of the process, rather than simply in the technology being used.

#### 4.3 *Organizational Readiness as a BPR Enabler*

The literature indicates that BPR should be understood as a socio-technical transformation rather than a purely technological intervention.

**Table 4. Dimensions of Organizational Readiness**

| <b>Dimension</b>            | <b>Main Indicators</b>                     | <b>Expected Contribution</b>          |
|-----------------------------|--------------------------------------------|---------------------------------------|
| <b>Management readiness</b> | Leadership commitment, resource allocation | Facilitates implementation            |
| <b>Employee readiness</b>   | Competence, participation, acceptance      | Reduces implementation barriers       |
| <b>Structural readiness</b> | Coordination, information availability     | Facilitates cross-functional redesign |
| <b>Learning readiness</b>   | Training, knowledge sharing                | Supports adaptation                   |
| <b>Change readiness</b>     | Openness and organizational flexibility    | Supports sustainability               |

These dimensions are consistent with the findings of Fetais et al. [2], which emphasize the interaction among human, technological, and organizational factors in BPR implementation.

The implication is that BPR models focusing solely on technological capability and organizational performance may overlook important mechanisms that determine whether process redesign can actually be implemented.

#### 4.4 *BPR as a Mechanism for Increasing Process Agility*

The proposed relationship can be represented as:

### Digital Capability → BPR → Process Agility

BPR provides the mechanism through which digital capability can be transformed into a redesigned process architecture. Process agility then becomes an important intermediate outcome of the redesign.

For illustration, a conventional order process may involve:

***Customer Order → Manual Verification → Manual Stock Checking → Approval → Production  
→ Manual Delivery Confirmation***

A redesigned process could instead follow:

***Digital Order → Automatic Stock Verification → Rule-Based Approval → Production  
Scheduling → Digital Delivery Tracking → Customer Notification***

The second process does not simply replace manual tools with digital tools. It changes the sequence of activities, information flow, decision mechanisms, and interactions among process participants. This distinction is consistent with recent research emphasizing the strategic role of digital technologies in business process redesign [1].

#### 4.5 BPR and Sustainable Business Performance

The proposed relationship can be represented as:

### BPR → Process Agility → Sustainable Business Performance

Redesigned processes may improve organizational performance by eliminating unnecessary activities, improving information flows, accelerating decision-making, and increasing operational flexibility.

Nevertheless, the relationship between BPR and performance should not be assumed to be automatically positive in every organizational setting. Outcomes depend on factors such as implementation quality, organizational readiness, process complexity, technological compatibility, and employee adaptation. This consideration is consistent with Fetais et al. [2], who emphasize that BPR implementation involves the interaction of technological, organizational, and human dimensions.

## 5 Proposed Conceptual Framework

Based on the literature synthesis, this study proposes the framework depicted in Figure 1.

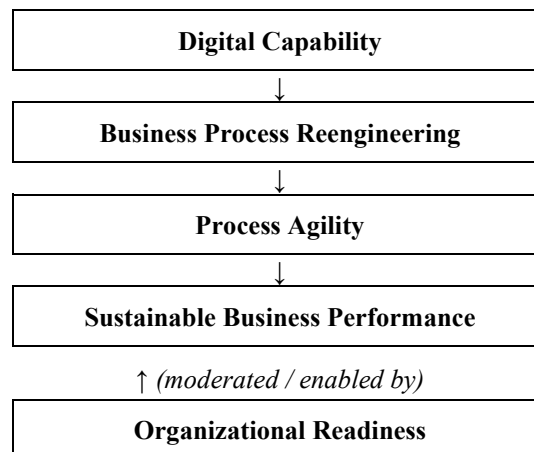


Figure 1. Proposed Conceptual Framework

In this framework, organizational readiness functions as an enabling condition for BPR rather than merely being treated as another independent variable.

The framework can subsequently be empirically examined through the following hypotheses/propositions:

- H1: Digital capability has a positive effect on Business Process Reengineering.
- H2: Organizational readiness has a positive effect on Business Process Reengineering.
- H3: Business Process Reengineering has a positive effect on process agility.
- H4: Process agility has a positive effect on sustainable business performance.
- H5: Business Process Reengineering has a positive effect on sustainable business performance.
- H6: Process agility mediates the relationship between Business Process Reengineering and sustainable business performance.
- H7: Organizational readiness strengthens the relationship between digital capability and Business Process Reengineering.

## 6 Implications for Local Industry and MSMEs

The proposed framework is particularly applicable to local industries and MSMEs because digital transformation can alter the way businesses conduct transactions and interact with customers, suppliers, employees, and distribution partners.

Wahyani et al. [3] show that digitalization can support MSME adaptation through internet infrastructure, digital facilities, social media, and digital marketing. Wahyani and Sari [4] further demonstrate the role of e-commerce technology as an online sales medium that can influence purchasing and selling activities. A subsequent case study by Wahyani et al. [8] on the marketing of Bakpia products at UMKM Bima Bakery further illustrates how the implementation of an e-commerce system can be used to optimize an MSME's marketing strategy, reinforcing the practical relevance of the proposed framework.

However, the adoption of e-commerce should not automatically be interpreted as BPR. A more comprehensive BPR perspective should examine how e-commerce changes the entire order-to-cash process, including: (1) customer order acquisition; (2) order recording; (3) inventory verification; (4) payment confirmation; (5) production or fulfillment; (6) delivery; (7) customer communication; and (8) after-sales service.

This approach enables local knowledge and business practices to be considered as organizational resources that influence how existing processes are redesigned within a digital environment.

## 7 Critical Research Agenda

The literature synthesis identifies several areas that remain relevant for future research, summarized in Table 5.

**Table 5. Research Gaps and Future Research Directions**

| Research Gap                     | Existing Research Tendency                         | Proposed Direction                                                        |
|----------------------------------|----------------------------------------------------|---------------------------------------------------------------------------|
| <b>Digitalization versus BPR</b> | Technology adoption is frequently treated as BPR   | Clearly distinguish technology adoption from fundamental process redesign |
| <b>Human dimension</b>           | Technology receives greater attention              | Incorporate employee competence, participation, and readiness             |
| <b>Process evaluation</b>        | Performance is often assessed after implementation | Evaluate redesign potential before implementation                         |
| <b>Digital capability</b>        | Often measured through technology availability     | Measure capability to use technology for process transformation           |

|                        |                                                    |                                                           |
|------------------------|----------------------------------------------------|-----------------------------------------------------------|
| <b>BPR outcomes</b>    | Emphasis on efficiency and performance             | Include agility, resilience, and sustainability           |
| <b>MSME context</b>    | Many BPR models originate from large organizations | Develop BPR models adapted to MSME conditions             |
| <b>Data-driven BPR</b> | Reliance on perception-based data                  | Integrate process mining and event-log data               |
| <b>AI-enabled BPR</b>  | Research remains emerging                          | Examine AI-supported decision-making and process redesign |

The issue of pre-implementation evaluation is particularly relevant. Tsakalidis and Vergidis [6] indicate that existing approaches do not always provide a systematic assessment of the potential for process redesign before implementation.

This gap creates an opportunity to develop a BPR Readiness and Process Redesign Index that can help organizations assess whether a particular process is suitable for reengineering before investing substantial technological and organizational resources.

## 8 Conclusion

Business Process Reengineering remains an important approach for organizational transformation in the digital era. Nevertheless, its contemporary application should extend beyond the conventional concept of radical process change and include the interaction among digital capability, organizational readiness, process agility, and sustainable performance.

The literature reviewed in this study indicates that digital technologies generate greater value when they are employed to fundamentally transform process structures, information flows, decision mechanisms, and stakeholder interactions. Consequently, digitalization should not automatically be equated with BPR.

The proposed framework positions digital capability as an antecedent, BPR as the central transformation mechanism, process agility as an intermediate outcome, and sustainable business performance as a broader organizational outcome. Organizational readiness is positioned as an important enabling condition that influences the organization's ability to convert technological capabilities into meaningful process redesign.

The framework can provide a basis for future empirical research, particularly in local industries and MSMEs. Further studies may investigate how digital technologies, organizational readiness, and local business knowledge interact in producing effective process redesign and sustainable business performance. As a conceptual study<sup>4</sup>, this paper is limited to a structured literature synthesis; empirical validation of the seven propositions through survey-based or mixed-methods research is recommended as the next step.

## Declarations

Author Contributions: **Widhy Wahyani**: conceptualization, methodology, literature review, and writing—original draft. **Dwi Rizaldi Hatmoko**: literature review, data collection, and data analysis. **Angga Gama Kurnia Dewa**: methodology, analysis, visualization, and writing—review and editing. **Moh. Rifqi Fauzi**: literature review, data curation, and analysis. **Faizal Ansyori**: data collection, validation, visualization, and writing—review and editing. All authors reviewed and approved the final manuscript

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<sup>4</sup> A conceptual study synthesizes existing literature to build a theoretical framework, rather than collecting new empirical data; the framework is intended to be tested in future empirical research.

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