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The Impact of Business Development, Strategic Planning, Business Outsourcing, and Organizational Change towards the Use of Technology among SME'S in Saudi Arabia

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Abstract
This study is aimed to investigate the high rate of SMEs failure in Saudi Arabia after operating for a year. In contrast, the study evaluated the impact of restructuring technologies in SMEs. Besides, finding suitable technology tools that match the organization's needs and boost business sustainability. The research study adopted a descriptive research design. The study applied primary data, where a structured questionnaire was used to collect data. The population of the study was 404 employees of SME's in Saudi Arabia. The data was analyzed using the Statistics Package for Social Sciences (SPSS 27.0) and was interpreted using Cronbach's Alpha reliability test, Pearson Correlation, and Multiple Linear Regression. The findings were presented in figures and tables with percentage scores, mean, and standard deviation. The study found that business development had the strongest relationship with technology, where using the right tools, materials, and equipment helps firms with ultimate possibility results. The study recommends that entrepreneurs and shareholders put in more effort to understand their business type on what best technology can help with a better surplus and give them satisfaction while working to deliver results, thus enhancing productivity.
This study will be useful to the government of Saudi Arabia to determine policies affecting business development and make it stabilize. Besides, it will help SME's to choose the factors that affect a firm in reducing cost, maximizing effective operation and revenue, and stabilizing the firm for a longer period.
Keywords: Business Development, Strategic Planning, Business Outsource, Organizational Change, Technology.

Introduction

SMEs are facing enormous challenges of being sustained and survive for a long time. However, being survival in a developed business market count as a tremendous success. The main aim of the study was to study the effect of technologies such as the use of technologies in business development in Saudi Arabia. The first chapter discusses the main concepts of the research.

It contains the background of the study, problem statement, research objectives, research questions, hypotheses, and the significance of the study.

Small and medium enterprises (SMEs) are contemplated as the backbone of any country, which is boosting economic growth and creating job opportunities for the nations. The Saudi government has extremely supported SMEs for diversifying the Saudi economy and secure the country's economy after an enormous fall in oil prices after 2015. According to the JADWA Investment research (2019), among the developed countries (America, UK, Canada, Singapore, Japan, South Korea, Germany, and other European countries), the total SMEs percentage is the least accounted in Saudi Arabia. However, the most developed and advanced countries economy stands on SMEs. However, the current economic growth situation of the developed countries because of technological progress (Prasanna, et al., 2019).

Despite all support and preferences, there are many challenges to running a start-up business in the country. According to the Saudi chamber of commerce (2015) report, it shows that 60% of SME failed & stopped after a year in their business operation. However, many others do not survive longer than three years.

There are many barriers to SMEs to survive. Information barriers don't have access to accurate information about existing SME's in the market. Next, don't have access to the technologies is counted as SMEs' barriers; it will lead SMEs to the lack of innovation. Next, Opportunities barriers, don't get the benefits of government policies is counted as the main barrier to SMEs to survive longer (AL-Hyari, 2013). However, lack of technological progress means a lack of shifting the entire frontier, lack of maximum production, which is the main barrier to the SMEs in today's life (Kumara, 2019). The aim of this study was how to reduce the failure of SMEs in Saudi Arabia, and what are the factors that can help entrepreneurship to contribute to failure outcomes. Besides, an emerging source for the booming information and communication technology (ICT) sector is really important for knowledge-based economies (Alsamaani, 2018). The world is changed, and societies are modern and advance. Technologies innovation has presented many opportunities for a firm's business development; however, it consists of several challenges. The most important challenge is how organizations take full benefits of using information technologies in their business outsourcing. The rapid changes of technologies observed on how these changes impact on organizational change. However, an organization, long term strategy, based on the firm's available technologies resources; although, many organizations faced failure not because of technologies' resources, but due to not having clear strategic planning.

Moreover, the lack of innovation in SMEs, the lack of coordination, and following the large organization strict rules, which also cause the failure of SMEs to survive longer than three years (Tripathi, 2019). However, the Riyadh Chamber of commerce (2016) shows that barriers cause negligence of SMEs are 33% because of managerial, 53% because marketing, and 32% because of information related. These percentages show the lack of technological innovation, and not taking the ultimate benefits of it. 53% failure because of negligence in marketing, where technologies can help find out the best market for outsourcing the products. On the other hand, 32% of failure of not accessing the Market exact information, where it is not easy to analysis without technologies.

Technologies are one of the most recognizable tools, which can lead companies to success, but companies were struggling in choosing the right technologies with the acceptable operation. SMEs' percentage of failure increased because of the many technological obstacles

faced by SMEs in Saudi Arabia (Alsamaani, 2018). Overall, most SMEs have been failed after operating for one year, which has a very bad business perception of the entrepreneur.

Problem Statement

In today's global economy, SMEs must take full benefits of technological advancement to survive in their business models. However, SMEs are one of the biggest contributors to the Gross domestic product (GDP) of many developed countries (Rafiki et al., 2018). However, taking the complete advantage of technology dealing with all aspects of the business models gives an edge on other competitors (Kipkoech, 2015).

This study is mainly focusing on the importance of technology in the business to achieve success and sustaining the business in a competitive era. However, Businesses without maximizing the benefit of technologies in business development mostly encounters a failure; 60% of SMEs failed in Saudi Arabia after operating for a year (KSA. Chamber of commerce, 2015). The statistic shows the rate of failure is higher than success. However, studies showed that involving technology into start-up businesses will involve success in the businesses (Almakenzi, 2015). Moreover, SMEs using technologies in their businesses without being effective it has several reasons; 1- Most of the SMEs using technologies only for inventories, E-mail purpose, and printing invoices. 2- Lack of skills, as technology is based on "techne" means skill or art and "-logy" knowledge (Kumar, 2014). 3- Not using technologies in outsourcing. And 4- Not focusing on the necessary resources, which are crucial for survival (Alsamaani, 2018).

The studies evaluated the impact of restructuring technologies in SMEs. Besides, finding suitable technology tools that match the organization needs and boost business sustainability. Furthermore, the impact of technologies in building strategies and the best possible outsourcing for the business. However, SMEs need to utilize their sources for returning surplus, to achieve success and reach to sustain in the advanced developed and competitive market.

Study Hypothesis

Hypothesis 1: There is a positive relationship between effective business success and the use of technology.

Hypothesis 2: There is a positive relationship between effective strategic planning and the use of technology.

Hypothesis 3: There is a positive relationship between business outsourcing and the use of technology.

Hypothesis 4: There is a positive relationship between organizational change and the use of technology.

Definition of terms

Definition of Business Development

Researcher	Definition
(Osterwalder & Pigneur, 2010)	The structure that make a suitable compromise in the company profitable and produces satisfactory.
(Cardona & Rey, 2009)	It's one of the core components of a firm, unless creativity and innovation are involved.
(Etter et al., 2019)	Declaration of the technological innovation for norming businesses practices.

Definition of Strategic Planning

Researcher	Definition
(Alharbi, et al., 2019)	It refers to demonstrated better performance and improved business competitiveness and usefulness.
(Balarezo & Nielsen, 2017)	It is a method that increases the success and long-term sustainability of an organization
("CEOs banking on strategic planning: When inflexibility might be the preferred option", Strategic Direction, 2017)	It is rules and regulations that show the flexibility of an organization while reacting to the required changes.

Definition of Business Outsource

Researcher	Definition
(Edvardsson, et al., 2020)	It is the procedure of managing a firm's activities by transferring some to third party providers for a better outcome.
(Alkhatib, 2017)	The best approach for achieving a competitive advantage in a dynamic business environment is outsourcing
(Luvision & Bendixen, 2010) & (Du Preez & Bedixen, 2019)	Using new technology to maximize the profit and minimize the cost.

Definition of Organizational Change

Researcher	Definition
(Van de Ven et al., 1995)	Over time, an organizational entity may alter in shape, quality, or status.
(Armenakis et al., 1993); (Weiner et al., 2008); (Haque et al., 2016)	Beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully.
(Lee et al., 2017)	Adapting new technology, promotion and demotion, replacement, join-venturing, and merging with another company.

Definition of Technology

Researcher	Definition
(Dlamini et al., 2019)	It increases innovation advances in global to assess new ideas and improve daily works.
(Bagley & Kimberly, 2017)	Any objectives that innovate new opportunities and connect individuals online.
(Siwak, 2019)	It is an innovation and digitalization that generates interaction of human with non-human.

Conceptual Framework

The conceptual framework is created to identify the dependent variable and independent variables and shows the relationship between them, the dependent variable is the Use of Technology which has located on the right-hand side of the framework; on the other hand, there are the independent variables which are (Business Development, Strategic Planning, Business Outsource, And Organizational Change), these variables are located on the left-hand side of the framework.

All these independent variables are essential in the SMEs and it affects businesses with these services, so the framework model has been developed according to this concept.

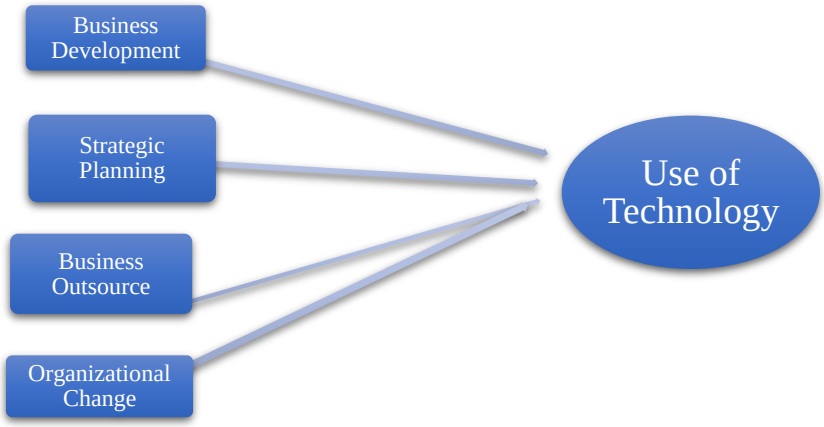

Figure 1: Conceptual Framework

Literature Review

Business Development

Business development is one of the most considered topics of all time. Many types of research can be found under the title business development with both dependent and independent variables. Business development is not only developing businesses and skills but the use of ultimate standardized technologies in managing labor, production, and outsourcing in international export markets. Moreover, shifting society towards a more sustainable future is by sustainable businesses. Many studies have been well-described that the sustainability of principles to business operation is involved sustainable business development; besides, Business development in SMEs is a core component for the transformation of production from traditional forms to advanced technologies and developing innovation (Szczepańska-Woszczyna & Kurowska-Pysz, 2016). And it's one of the core components of a firm, unless

creativity and innovation are involved (Cardona & Rey, 2009). Social change can be a problem solver for business development (Martinez, 2017).

Moreover, Etter etal (2019) declared that technological innovation is the critical component of changing norms and practices in business. Technological innovation was tested and analyzed by creating a different solution for bulk production. However, technology changes the business model from a solid phase to an electronic phase, from unpredictable risks to well-known risks and from time-consuming operation to a much faster and reliable service. Researchers used econometric analysis to compare environmental-related technology. The area selected Portugal and Australia in terms of environmental management, as both countries output shows the average influence on business, the changes in environmental-related technology, and contrast with an international measure of participation.

Moreover, technology shaped the market by changes in the nature and trending of the ecosystem of the business. It also depends on the business model; most studies express that business model as an output, but some articles process as an output. Most of the studies show that business development overall depends on technologies itself as well as a process.

Finally, business development is essential for firms from planning to operation and to survive. This business development talks about business performance, creating secure communication within the organization, creating a good relationship with customers and suppliers, finding the market, understanding the needs, finding the best possible way to operate the business. However, it shows the positive relationship between technology and sustainable business, and it's the only option of existence in today's environment for every firm.

Strategic Planning

Based on the literature reviews, 1 of 10 companies failed because of not having an effective strategic-planning process (Kachaner, 2016). Aucoin (2018) believe that the effectiveness of strategic planning is based on two fundamental; first, the effective approach of the strategy itself and the second, a definitive, clear link from strategic planning to implementation. Strategic planning is defined variously in over more than six decades (Batra et al., 2016). strategic planning is planning to extend the capabilities of the framework and appears to be sustainable among firms in a rapidly growing environment (Alharbi et al., 2019) besides, strategic planning is not the only planning of work according to the budgets (Gkliatis & Koufopoulos, 2013). According to CEOs banking on strategic planning (2017) a strategic plan is rules and regulations that show the flexibility of an organization while reacting to the required changes. Strategic planning is significant modifications of future planned for the development of organizational goals (Mawela et al., 2017). Managers will implement it as an action plan (Kitsios et al., 2019) for controlling the firm's long-range objectives approaches were used to carry out a preliminary evaluation of alternative strategies (Gkliatis & Koufopoulos, 2013). SMEs to survive in a dynamic environment, need to develop a strategic plan by overviewing the situation of the environment situation, with three actions; identifying, developing, and implementing (Jazabkowski and Balogun, 2009; Elbanna and Elsharnouby, 2018). The strategic plan includes short term strategy, long term strategy, analysis, and operation planning. However, in each step, sustainable strategic plans, and atmospheric action strategy will predict sustainability results (Semeraro, 2016). The data observed through an empirical archival study of the AASHE STARS database in association with Planning, Administration, and Governance credits and criteria to regulate the prediction of planning sustainability. The evidence shows that atmospheric action plans were the most

effective way to achieve success, and strategic plans were the best effective way to achieve success. Besides, many studies show there is a positive relationship between effective strategic planning and use of technology (Alharbi et al., 2019), it increase the capabilities of leaders on strategic planning formulation (Alosani et al., 2019), where it helps cut transportation expenses (Donkor et al., 2018). It helps to evaluate and to compare between results and to point out the changing needs (Elbanna & Elsharnouby, 2018).

On the other hand, many studies show the failure of an organization is because of improper implementation of the strategic plan (Maleka, 2014; Dlamini, et al., 2019), or poor performance of the managers and difficulty in manager's commitment (Esfahani et al., 2018). The Semeraro observation clearly shows the effectiveness of strategic planning in business sectors. Moreover, it emphasizes the efficiency of the strategic planning process in an organization, how strategic planning plays an essential rule in a dynamic environment, and the impact of it on the flexibility of an organization while reacting to the required changes.

Business Outsourcing

Many years of business growth, technological innovation, and globalization, but business outsourcing is still under study. According to the Alkhatib, (2017), the best approach for achieving a competitive advantage in a dynamic business environment is outsourcing. In contrast, Luvison & Bendixen (2010); Du Preez & Bendixen (2019), believe on six factors driven from the decision to outsource business, including; 1- minimize the costs. 2- Variable costs to take fixed costs place. 3- Demonstrated better performance and accuracy. 4- Validation and reliability of the results. 5- Explored by new technologies available. And 6- capabilities of the diverse business. Most of the manufacturing companies depend on business outsourcing services (Eggert et al., 2017), and it's a typical response to the current faced challenges in a firm (Prajapati et al., 2020). Business outsourcing demonstrates performance in customer service, and it enhances a cost-effective approach. Its primary focus on the core capabilities, it improves the high-value feature in service, it enhances combined techniques for better use of technology, it designs the combination of a wider skill, and demonstrate efficiency in work and services (Alkhatib, 2017).

Based on most of the literature reviews, and outsourcing has been defined as cutting prices and reduces expenses. Malhotra & Uslay (2019) describes outsourcing as "make or buy decision" carry on the distinction of production, and vending functions. However, Edvardsson et al (2020) defined business outsourcing as a procedure of transmitting several activities of an organization to another firm to provide a major advantage to the system. Most of the researchers believe that outsourcing is anything that happens or occurs outside of a firm, which improves trust and dependency between partners (Wibisono et al., 2019) According to Ikerionwu et al (2017), companies' successes depend on the business process and outsourcing service providers. However, outsourcing has a significant impact on business performance (Awe, 2018), has a substantial effect on increasing the firm's value (Prajapati et al., 2020), has a significant impact on the employer depiction ideal process (Sim et al., 2016).

On the other hand, some of the studies argued that outsourcing increase the life cycle cost for the customer (Babin & Quayle, 2016), differences between policies and management of companies create challenges (Wibisono et al., 2019). The researcher delves more in-depth into looking at different outsourcing functions' impact on the manufacturing and service industry by using meta-analysis through a mixed-method to insure about outsourcing activity's effect on firm performance measures. This evidence tells of the outsourcing extent of firm performance. The observation of Olajumoke A. Awe, Nisha Kulangara, Demetria F.

Henderson, didn't specifically on the type of outsourcing, it was discussing general outsourcing include; IT outsourcing and other forms of outsourcing. However, most of the studies show that IT outsourcing had a remarkable outcome on firm performance in correspondence to different types of outsourcing. To persist and create the idea of outsourcing that any activity, which makes value for the business outside a firm, can be called outsourcing.

Organizational Change

Organizational change can refer to any kind of changes in a firm because of environmental policy, need of business or because of technologies. Organizational change is a complete method, procedural action, and consequences of behavior over time to an ultimate possible level of activity (Appelbaum et al., 2018). And the most popular definition for organizational change by Armenakis et al (1993); Weiner et al (2008) belief, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully undertake those changes. The cause of the changes in a firm might be various such as adapting new technology, promotion and demotion, replacement, join-venturing, and merging with another company (Lee et al., 2017). Bierwolf & Frijns (2019) believe that businesses can survive longer and able to adapt the situation only by changes, the dynamic environment demand is to adjust the changes and have the capacity and capability of the changes. Businesses must always have the ability to move and set itself according to the market need. Based on most of the literature reviews, it shows that a big challenge for businesses is a dynamic environment is an organizational change. However, Appelbaum et al (2018) believes that organizational change influences individual behavioral reactions. Moreover, studies reveal that failure of organizational change and involvement of the employees in a crash, which lead organization to bankruptcy, is because of the tendency to doubt, frankness, integration, and influence on decisions are relevant predictors (Schulz-Knappe, 2019).

On the other hand, the failure of an organizational change is due to a lack of communication between employees (Appelbaum, 2018), lack of the explanation (Hassan & Mouakket, 2016), lack of the reason for the change and wrong planning (Allaoui & Benmoussa, 2020). Successful changes possible only by the support of employees in an organization and employees will be supportive when they communicated well about the objectives of changes and the expected outcome (Appelbaum, 2018). Passetti et al (2018) claim that failure of organizational change is because of the external environment, businesses which depend more on the internal environment will break-down soon. Both studies emphasize organizational change failure causes. To proceed and create an idea that organizational change refers to any kind of changes that influence businesses, and businesses that not react according to these changes, might not survive long unless the factors of influencing organizational changes are external factors and involvement of employees itself.

Technologies

Any objectives to increase productivity, increase revenue, decrease costs, automation of human activity, and flexible services with an innovation called technologies, it has been identified and categorized into different categories such as biotechnology, ICT and physical technology. Besides, each group further divided into subcategories (Kang et al., 2019). Bieser (2018) assumes that technology influences communication, environmental changes, and patterns changes, (Murray, 2001; Castellacci, 2008; Kang, et al., 2019) technology changes are

another factor influencing industry and technological prototype. Furthermore, studies show the lack of strategically implementation of technology in services companies is insignificant (e.g., Carr, 2003; Lee and Connolly, 2010; Seric et al., 2016), inconsistency between technology investment and business performance and productivity (Šeric, Gil-Saura, & Mollá-Descals, 2016). However, Siwak (2019) point out that technology innovation and digitalization is the only thing that generates interaction of human with non-human; additionally, surprising new encounters by creating a relationship between them.

Moreover, researchers argue that any invented items consist of modernized objects or products (Kuciappski, 2017), increase operation and effectiveness in the production (Chiarvesio & Romanello, 2018). Moreover, increase the revenue and lower the cost (Singh & Munjal, 2012), and give out positive customer satisfaction (Poushneh & Vasquez-Parraga, 2018) is called technologies. However, there is a significant positive relationship of technologies with effective business performance (e.g., Sirirak et al., 2011; Seric et al., 2016). Studies show that the increase in productivity of the R&D department is not because of the capacity inside, but it's because of technologies (Park, 2017). Although, the research measured based on technical performance, innovation, sales, and economic performance as the dependent variable and R&D as an independent variable. The improvement measured by the development of technology to financial performance, the measurement by the number of R&D staff compared to the average total number of employees from 2004 to 2012. And the technological characteristics were measured by seven factors, including technological change, technical difficulty, and potential in commercialization, competition between domestic and foreign competitors, difficulty in introducing overseas technology and the technological gap. Identically, researchers found that industrial performance and development because of technology development and performance. Park, C.-H., & Shin, J.-K measurement shows that without technology improvement of business is not possible. Overall, technologies might have some side effects on communication, and environment but its benefits are more than its side effect. Technologies help business development and give sustainable improvements in the long term.

Research Methodology

In this study, the quantitative method was used and a questionnaire was developed according to the research variables and distributed. In addition, questionnaires are a perfect way to obtain data from a large group of people and/or individuals who do not have the time to participate in an interview or experiment. However, questionnaires are flexible and not time consuming. In contrast, Participants can express their opinions in secret without worrying about the researcher's possible response.

This research used primary first-hand data as the source of data collection and was done through the distribution of questionnaires to respondents in Riyadh city. The questionnaires were modified from previous studies and were conducted as self-administered questionnaires that were used for data collection through the distribution of online Google form link to respondents working in SMEs in Riyadh, Saudi Arabia. For the validity and reliability of the survey, the 'other' option has been added to differentiate the targeted audience. Selected Primary data technique is known for its high reliability and affordability.

The data collected were analyzed using SPSS. First of all, the Cronbach Alpha test was conducted to confirm the reliability of the variables. Secondly, a Pearson correlation was conducted also to determine the relationship between the independent variables and dependent variables. Finally, some linear regressions such as model summary, analysis of

variance (ANOVA), and regression coefficient were used to determine whether the variables were significant or not.

Findings and Summary

The finding of the research showed that all the hypotheses developed are accepted and the independent variables (Technology) have a significant positive relationship with the dependents variable (Business Development, Strategic Planning, Organizational Change, and Business Outsource). Moreover, the findings of this research showed that business development and use of technology has a positive impact together in a firm. However, modernization and innovation must be within time, and according to the needs of the organization. Moreover, organizational change and the use of technology has the lowest impact on the organization in this study based on respondents score the least factor influencing.

Implications of Study

This study research ultimately beneficial to the government of Saudi Arabia to determine policies affecting business development. However, this study is helpful to SMEs to choose the factors that affect a firm in reducing the cost, maximizing effective operation, and stabilizing the firm for a longer period in Saudi Arabia, especially in Riyadh. This research strongly focused on addressing obstacles and figuring out constraints when SMEs want to develop a significant business with sustainability, longer life, and minimize the risks. However, this study will helps current businesses with effective strategic planning using technology and explain the importance of business outsourcing. Moreover, it will hand out the effective way of organizational change in a firm.

This research is suitable for the coming studies to be used as secondary data for future research as an academic reference. This research used a method to evaluate the differences in data for statistical significance in SMEs in Riyadh, Saudi Arabia. Besides, the vision of the Saudi Arabia government to increase the GDP of SMEs to 35% contribution in its 2030 vision. However, many others researched the impact of technology on business, the impact of technology on strategic planning, influence of technology on organizational change. But compared to the current, there is no previous research with a diverse population sample from the SMEs in Riyadh and a combination of the four main factors that impact SMEs in Saudi Arabia.

Future researchers can utilize and used the findings of the current research study in their literature review, or this research can be counted as the secondary research for them based on the topic or similar subject in SMEs in Riyadh, Saudi Arabia

This study can be used as a beneficial information tool to support governmental sectors, current active SMEs, and entrepreneurs with effective business and longer sustainability in the rapidly changing environment.

Conclusion

Technology is not only a concern in SMEs in Riyadh but everywhere in the world (America, Germany, England, Japan, Singapore, and other developed countries) and other industries in general. In this study, technology and innovation adoption are the main factors that highly impact factors like business development, strategic planning, business outsourcing, and organizational change. Organizations must use the ultimate benefits of technology where these variables can be achieved to enhance the target. Besides, technology plays a critical role

in changing business nature. The sample of the study was conducted on SMEs working in Saudi Arabia. However, the focus of the study was on the impact of Business development, strategic planning, business outsourcing, and organizational change toward the use of technology among SMEs in Saudi Arabia.

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