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Evaluation of Technological Environment on Organizational Performance among Selected Medium Scale Enterprise in Enugu State

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Abstract

Business organizations the world over are sufficiently environmental dependent and environmental serving because they do not exist in a vacuum. The aim of this study is to investigate the effect of technological environment on organizational performance. The specific objectives of the study were to examine the role technological environment on organizational customer satisfaction and organizational market share among selected Small and medium scale enterprises in Enugu. Descriptive research design was adopted in the study among 217 staff of the selected medium scale enterprises in Enugu. Structured questionnaire was used in collecting data which was presented in tables. The result of the study shows that Technological environment has no significant role on organizational customer satisfaction among selected Small and medium scale enterprises in Enugu ($R = .782^a$, $p = .000$) and technological environment has a significant effect on organizational market share among selected Small and medium scale enterprises in Enugu ($R = .835^a$, $p = .000$). The study recommended that the management of medium scale enterprise should look deeply inward and see how best they can utilized the technological advancement in achieving the organizational goal of customer satisfaction

Keywords: Technological Environment, Performance, Satisfaction, Market Share

INTRODUCTION

Business organizations the world over are sufficiently environmental dependent and environmental serving because they do not exist in a vacuum. The environment within which the business operates is very important for running small and medium scale enterprises as they depend on their environment for plethora of issues ranging from input resources such as

information, ideas, raw materials, finance and labour among others, to the consumption of finished goods or services by the environment. Besides, their activities are also influenced and shaped by such environmental forces as social, economic, technological, competitive, and regulatory forces. Therefore, to succeed and achieve organisational objectives, business organisations adopt strategies that align them properly with operating environment, the aim of which is to avoid any mismatch between the organisation and its environment. For instance, where there is a change in the government policies, the business has to make the necessary changes to adapt it to the new policies.

Change is natural and the term “Change or perish” coined by Abrahamson, (2000) has become a new corporate mantra making rounds in every business circle. In today’s business environment, nothing remains still. The rate of change which business organizations face continues to increase more and more in the last five decades. This is as a result of advances in information and communication technology increasing democratization of economies and liberalization of economies across the globe. Technological environment is associated with the external factors that impact on business operators. It also relates to the development of technology which affects business by way of new inventions of productions and other improvements in techniques to perform the business (Davis, 2011).

A driving force for competitive scuffle in the present chaotic environment is technological innovation. Introducing new products and services are at the nucleus of economic growth and development. Hence a change in the technology may render the existing products obsolete, for instance the flat televisions (LCDs & LED) have made the black and white televisions out of fashion. Again a change in the fashion or customers’ taste may shift the demand in the market for a particular product e.g. the demand for locally made wears and shoes have reduced the sales of foreign wears and shoes. In both developed and developing countries of the world, SMEs companies have proved to be prominent in terms of employment and added values to gross domestic product, ‘yet their full potential remains untapped’ (Zvirbule & Vilika, 2012). The support given for the start up of SMEs, necessitate them to becoming important engines for innovation and technological advancement.

This study was provoked by the paucity of empirical studies that specifically investigate the effect of technological environmental factors on the strategic performance selected medium scale enterprises in Enugu Nigeria. Although, there are empirical studies in Nigeria that have assessed the impact of environmental factors on the performance of business organisations in general such as Aluko (2005), Mustapha and Olatunle (2010), Eseroghene (2011), and Mustapha and Ekpunobi (2011), these studies are too broad in scope as the focus of their investigation is all the environmental factors put together, as such their studies have not adequately assessed the influence of technological environment on performance of selected medium scale organizations. Hence, this study fills this gap by investigating the role of technological environment on organizational performance among selected medium scale enterprises in Enugu.

Statement of Problem

Business environment is perceived by business organizations as opportunities and threats presented by such variables as socio-cultural, legal, political, economic, technology and infrastructural factors. In contemporary Nigerian business environment, performance of Nigerian companies is predicated by lack of fund to acquire a better technological equipment for

production processes because of high cost of technology, inadequate power supply, lack of manpower and proper technical know-how and skills, inadequate training of workers on safety rules and regulations, workers' health as well as public health, poor waste management approach, technical limitations in handling material recycling, poor pollution control equipment, inadequate choice of technology and poor environmental management. These issues have led to lack of proper integration and coordination of various corporate subsystems in Nigerian organizations which might result organizational failure to achieve the stated organizational goals, reduction in customer satisfaction which might invariable lead to reduce market share and low profitability. Considering that performance is crucial objective of an organization, This study examines the role of technological environment on organizational performance among selected medium scale enterprises in Enugu.

Broad Objective of the study

The broad objective of the study is to ascertain the role of technological environment on organizational performance among selected Small and medium scale enterprises in Enugu. The specific objective of the study were to determine;

- The role technological environment on organizational customer satisfaction among selected Small and medium scale enterprises in Enugu
- Effect of technological environment on organizational market share among selected Small and medium scale enterprises in Enugu

Research Question

The following research questions were stated to address the research objectives

- That role does technological environment plays in organizational customer satisfaction among selected Small and medium scale enterprises in Enugu?
- To what extent does technological environment influence organizational market share among selected Small and medium scale enterprises in Enugu?

Research Hypothesis

- Technological environment has no significant role on organizational customer satisfaction among selected Small and medium scale enterprises in Enugu
- Technological environment has no significant effect on organizational market share among selected Small and medium scale enterprises in Enugu

REVIEW OF RELATED LITERATURE

Conceptual Review

The concept of Technological Environment

Business environment can be defined as the combination of internal and external factors that influence a company's operating situation (Business dictionary, 2013). The business environment can include factors such as: clients and suppliers; its competition and owners; improvement in technology' laws and government activities; markets, social and economic trends. Fernando (2011) regards business environment as external forces, factors and institutions that are beyond the control of the business and they affect the functioning of a business enterprise. These include

customers, competitors, suppliers, government and the social, political, legal and technological factors etc

The word technology has been derived from Greek words “techne” meaning art or skill and “logia”. In context of day to day practice “technology” is a distinct word referring to the use and knowledge of humanity’s tools and techniques. Technology is one of the central and most significant elements related to effective operations management in an organization. It can be defined as a body of knowledge used to create tools, develop skills, and extract or collect materials.

In the views of Babatunde, and Adebisi (2012) technological factors include technological aspects such as research and development activity, automation, technology incentives and the rate of technological change. Furthermore, technological shifts can affect costs, quality, and lead to innovation. Specifically, this study investigates how technological invention, advancement in technology, availability of the state of the art technology, nature of technological changes and diversity of technology affect strategic decisions of manufacturing firms. A technological innovation can have a sudden and dramatic effect on the environment of a firm. Firstly, technological developments can significantly alter the demand for an organisation’s or industry’s products or service (Barnat, 2005, and Business teacher, 2012). According to Barnat (2005) technological environment can decimate existing businesses and even entire industries, since it shifts demand from one product to another.

Organizational Performance

Organizational performance is one of the most important variables in the management research and arguably the most important indicators of the small and medium scale enterprises. Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings. Performance, according to Whitmore (1997), is an achievement of the target in the form that must be known and communicated to all parties within the organization, and are associated with vision assigned to an organization. Narrowly, business performance reflects the achievement of the objectives.

Broader conceptualization of business performance is a performance that incorporate operational performance indicators (nonfinancial) in addition to the measurement of financial performance. This is done because the financial measures are not fully able to provide a real picture of the state of the company. Under this conceptual framework, measurements such as market share, new product introduction, product quality, marketing effectiveness, manufacturing value-added, and another measurement of the efficiency of the technology included as indicators of organizational performance measurement (Adeoye, & Elegunde, 2012).

Technology Environment and Organization Performance

The link between technological environment and organization was first illustrated by Joan Woodward in mid 1960s. On the basis of a research which focused on production technology. She was the first to view the organizational structure from a technological point of view. During 1950s, Woodward putting in mind the technical complexity of the manufacturing process built up a measurement scale on which firms were distinguished. With the result that high technical complexity implied that most of the work was performed by machines,

whereas low technical complexity specified that workers participate almost all in the course of action (Abubakar, 2011).

Due to increase in technological complexity Woodward realized that the number of management levels and manager to personnel level increased. Woodward (1965) classified organization technology into three categories- unit or small batch technology- which means a technology where units are custom made and work is non routine; large batch or mass production technology- where technology produce on large or mass basis; continuous process technology- highly controlled, standardized and continuous processing technology.

The relationship between people and technology has been established and recognized long ago and the effect of technology on organizational behavior has become increasingly apparent. No organization can afford to ignore the fast developing changes in almost all the fields of management and have strong impact on institutional working, progress, productivity and profiteering. An organizational unit be it large or small, produce modestly or in a big way, irrespective of the size it has to be aware of the constant up-gradation of its production tools, methods and working, as these activities are as essential as any other component attached to high priority so far in the concern organization (Zammuto, Griffith, Majchrzak, Dougherty,] & Faraj, 2007).

Each technology is associated with a particular organization structure and has to be nurtured, nourished, and improved as a continuous process. Moreover, technology also influences the needs of the organizations, customers as customers are the one who purchase the organizations output in the form of goods or services. Customer is the main protagonist who has complete authority and choice whether or not to accept the organizations goods or services.

Empirical Review

Farhanghi, Abbaspour, and Ghassemi, (2012) carried out a study on the effect of information technology on organizational structure and firm performance: An analysis of consultant engineers firms (CEF) in Iran. The study employed a causal and descriptive research design to determine the cause-and-effect relationships among IT, OS, and FP based on previous studies. A model incorporating these three constructs was examined using structural equation modeling (SEM). A 14-question self-administered questionnaire comprising three sections was employed. The target population for the study was consultants' engineers, firms' owners, generals and executive managers, and experts in the area of Tehran, Iran. A field survey was carried out and questionnaires were sent to all of the selected firms based on a cluster-sampling approach. The results show that IT has a direct and indirect impact on FP. OS is found to have a direct effect on FP.

In a similar study by Ikemefuna and Abune, (2015) where they researched on technological environment and some selected manufacturing industry in Enugu State, Nigeria. The study based on reviewing the effect of technological environmental performance on the manufacturing industries aiming at some selected industries in Enugu State, Nigeria. Primary and Secondary source of data were used as means of data collection. Ten (10) selected manufacturing industry were randomly selected across Enugu State while the Pearson Product Moment Correlation was used as the statistical tool for this study. The result of the study revealed that technological environment significantly affect the growth and performance of manufacturing industries in Enugu State.

Also, Ruey-Jer, Rudolf, and Daekwan, (2008) carried out a study on Information technology and organizational performance within international business to business relationships. A review and an integrated conceptual framework. The study develops a conceptual model of IT-mediated relationships in international supply chain relationships. The framework integrates transaction cost economics and resource-based theory perspectives and argues that IT capabilities facilitate supply chain performance, deter partner's opportunism and this process is mediated by B2B processes. Moreover, environmental, relational, cultural and country level moderators are examined. Findings of the study revealed that IT capabilities contribute directly to improved organizational process such as coordination, transaction specific investment, absorptive capacity and monitoring. These in turn contribute to strategic and operational performance outcomes. Against a resource-based as well as a transaction-cost theory background it is suggested that partner interdependence and environmental, country and cultural factors moderate the process of IT contribution on performance.

Kabiru, Mohd, and Norlena, (2015) examined the relationship between Information Technology capability and organizational performance in Nigerian banks. Specifically the main aim of the study was to determine the effects of Information Technology (IT) capability on the organizational performance of Nigerian banks. Data was collected using hand delivery of questionnaire survey approach. The study used stratified random sampling and simple random probability procedure in selecting the organizations as the sample. Out of 560 questionnaires distributed, 417 respondents were found to be useable for further analysis representing 74% valid response rate. Multiple regression analysis was used to analyze the data using SPSS software. The findings showed that IT capability is significantly related to organization performance of banks based on resource based view (RBV) of organization performance. The outcome of this study provides important information on the effect of IT capability on organizations' performance, to the managers and academics in Nigeria.

MAO Aluko, (2005) carried out a research to examined the impact of the environment on organizational performance in selected textile firms in Nigeria. The main objectives of the study were (1) to identify the impact of four environmental variables- (a) the economy (b) the socio-cultural (c) the political and (d) the technological and (2) determine which one had the strongest impact on organizational performance. The data were collected from multiple sources comprising of (1) interviews (2) observations (3) self-administered questionnaire and (4) documents and records. In all, 630 respondents were used for the study. The respondents were selected using multiple sampling techniques - comprising of (i) stratified random sampling (ii) quota sampling and (iii) systematic sampling techniques. The data were analyzed using parametric and non-parametric statistics. The result of the study showed that the organizations under focus were not performing very well because they appear to be operating in an unfavourable economic political and technological environment in the period between 1993 and 1998. Only the socio-cultural environment appears to be favourable but this did not help to enhance organizational performance

METHODOLOGY

The study adopted a descriptive research design among the management and staff of selected medium scale enterprises in Enugu. The utilization of descriptive research design is necessitated by the nature of the study as the research tends to present the study result without possibly influencing its outcome. The population of this study 230 participants consisting of the top management, middle management and lower management and other staff of the selected medium scale enterprise in Enugu. The selected medium scale enterprises included, Aqua Rapha Investment Limited and Juhel Investment. The choice of the selected firms is necessitated by the employee strength, scope of business as well as capital base. The entire study population was adopted in the study as the population is small, hence there was no sampling size determination. Structured questionnaires was used as the primary instrument for obtaining data used for the study. The likert scale was drafted in line with the study objectives through reviewed literatures. In general, the study has a total of eleven (6) items in the questionnaire. The internal consistency reliability of the study instrument measure was discovered to be acceptable with the Cronbach's alpha coefficient of 0.86 which exceeds the threshold of 0.7. This was obtained through a conduct of test-retest. The test-retest involves the administration of the 23 questionnaires which represent 10% of the study sample size to a pilot group from the population at different period.

In order to ensure that the content of the questionnaire measure what it is intended for, face and content validity was adopted by submitting the research instrument to experts in the management department as well as non-academicians who ensure that the content are logically arraigned and measure the objectives of the study accurately. The study used frequency distribution tables, percentages mean and standard deviation to present its data and the analytical technique used to test the study's hypotheses is regression analysis at 5% level of significant. Specifically, Statistical Package for Social Sciences (SPSS) version 20.0 was used to run the regression analysis.

DATA PRESENTATION AND ANALYSIS

This section focuses on the presentation and analysis of data generated through the questionnaires administered to the respondents. Tables and simple percentages were used in presenting the data generated. Furthermore, brief explanatory discussions were attached to tables for clarity purposes.

Table 1. Questionnaire Distribution

Categories	<u>Frequency</u>	<u>Percentage</u>
Distributed	229	100
Returned	217	95.23
Not Returned	11	4.72

Source: Fieldwork 2018

In the table above, 229 copies of questionnaire were distributed, 217 were returned and 11 not returned.

This section deals with the presentation of results obtained from the field study. The results were presented based on the objectives of the study.

Table 2: Effect of Technological Environment on Customer Satisfaction

Options	SA Freq(%)	A Freq(%)	U Freq(%)	D Freq(%)	SD Freq(%)	Me an	Std
The consistent alignment of the organization with external environmental changes enhances its ability to acquire more clients.	55(25.3)	59(27.2)	38(17.5)	34(15.7)	31(14.3)	3.34	1.38
The use of technology brings about increase partonage among the users of the organizational products/services	97(44.7)	70(32.3)	12(5.5)	25(11.5)	13(6.0)	4.04	1.15
In order to grow its clients base, the organization over the years focused on increase utilization of technology in acquiring more clients	101(46.5)	73(33.6)	24(11.1)	8(3.7)	11(5.1)	4.12	1.08

Source: Field survey, 2018

Table 2 shows the participants responses towards effect of technological environment on customer satisfaction. From the result of the study, 55(25.3%) and 59(27.2%) strong agree and agree that the consistent alignment of the organization with external environmental changes enhances its ability to acquire more clients. This statement is accepted with a mean and Std of 3.34 ± 1.38 . Also, the result of the study shows that 97(44.7%) and 70(32.3%) strongly agree and agreed that the use of technology brings about increase partonage among the users of the organizational products/services. The statement is accepted with a mean and Std of $4.04 + 1.15$. In addition, the result of the study shows that 101(46.5%) and 73(33.6%) strongly agree and agree that in order to grow its clients base, the organization over the years focused on increase utilization of technology in acquiring more clients. With the mean ansd std score of $4.12 + 1.08$. The result is accepted

Table 3: Effect of technological environment on Organizational Market Share

Options	SA Freq(%)	A Freq(%)	U Freq(%)	D Freq(%)	SD Freq(%)	Mean	Std
The use of new technologies has brings about increase customer satisfaction	66(30.4)	55(25.3)	31(14.3)	32(14.7)	33(15.2)	3.41	1.44
Consistent revolution in technology makes its possible to garner higher customer satisfaction	63(29.0)	60(27.6)	36(16.6)	30(13.8)	28(12.9)	3.46	1.37
The use of technology such as customer relationship management enable organization to keep in touch with its clients thereby improving their satisfaction	103(47.5)	70(32.3)	21(9.7)	10(4.6)	13(6.0)	4.11	1.14

Source: Field survey, 2018

Table 3 shows the participants responses towards effect of technological environment on organizational market share. From the result of the study, 66(30.4%) and 55(25.3%) strong agree and agree that the use of new technologies has brings about increase customer satisfaction. This statement is accepted with a mean and Std of 3.41 ± 1.44 . Also, the result of the study shows that 63(29.0%) and 60(27.6%) strongly agree and agreed that consistent revolution in technology makes its possible to garner higher customer satisfaction. The statement is accepted with a mean and Std of $3.46 + 1.37$. In addition, the result of the study shows that 103(47.55%) and 70(32.3%) strongly agree and agree that the use of technology such as customer relationship management enable organization to keep in touch with its clients thereby improving their satisfaction. With the mean and std score of $4.11 + 1.14$. The result is accepted.

Test of Hypotheses

The two hypotheses postulated earlier were tested with a test statistics aided by computer through the application of Statistical Package for Social Sciences (SPSS 20 version) of Microsoft environment. All Hypotheses were tested with linear regression analysis at 5% significant level.

Hypothesis One

Ho: Technological environment has no significant role on organizational customer satisfaction among selected Small and medium scale enterprises in Enugu.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.612	.610	.86248

a. Predictors: (Constant), Technological environment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.130	.214		33.309	.000
1	Technological environment	.939	.051	.782	18.424	.000

a. Dependent Variable: Organizational Customer Satisfaction.

Interpretation of the Result

A linear regression analysis conducted to determine the effect of technological environment on customer satisfaction among selected medium scale enterprises in Enugu. Model summary table shows that there is a strong positive relationship between technological environment and organizational customer satisfaction among selected Small and medium scale enterprises in Enugu (R- coefficient = .782^a). The R square, the coefficient of determination, shows that 61.0% of the variation in customer satisfaction can be explained by technological environment. The extent to which technological environment affects customer satisfaction among selected Small and medium scale enterprises in Enugu with .782 value indicates a positive significance between technological environment and customer satisfaction among selected Small and medium scale enterprises in Enugu which is statistically significant (with t = 18.424) and p = .000 < 0.05. Therefore, the null hypothesis is rejected and the alternate hypothesis accepted accordingly.

Hypothesis Two

Ho. Technological environment has no significant effect on organizational market share among selected Small and medium scale enterprises in Enugu

Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835 ^a	.697	.695	.75836

a. Predictors: (Constant), Technological environment

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.687	.194		-3.550	.000
Technological environment	1.010	.045	.835	22.233	.000

a. Dependent Variable: organizational market share

Interpretation of the Result

A linear regression analysis conducted to determine the effect of technological environment on customer satisfaction among selected medium scale enterprises in Enugu. Model summary table shows that there is a strong positive relationship between technological environment and organizational customer satisfaction among selected Small and medium scale enterprises in Enugu (R- coefficient = .782^a). The R square, the coefficient of determination, shows that 61.0% of the variation in customer satisfaction can be explained by technological environment. The extent to which technological environment affects customer satisfaction among selected Small and medium scale enterprises in Enugu with .782 value indicates a positive significance between technological environment and customer satisfaction among selected Small and medium scale enterprises in Enugu which is statistically significant (with t = 18.424) and p = .000 < 0.05. Therefore, the null hypothesis is rejected and the alternate hypothesis accepted accordingly.

Discussion of Findings

The result of the study shows that technological environment has a significant role on organizational customer satisfaction among selected Small and medium scale enterprises in Enugu. In today competitive world, a driving force for competitive scuffle in the present chaotic environment is innovation. Introducing new products and services are at the nucleus of economic growth and development and brings about customer satisfaction remains paramount. The organizational ability to innovate has caused researchers to study activities leading to initiative advancement of individuals and organisations in terms of innovation and the possible effect of such innovation on customers satisfactions The study finding closely agree with a study by Ruey-Jer, Rudolf, and Daekwan, (2008) which reported that IT capabilities contribute directly to improved organizational process such as coordination, transaction specific investment, absorptive capacity and monitoring. These in turn contribute to strategic and operational performance outcomes

Also, the result of the study shows that Technological environment has a significant effect on organizational market share among selected Small and medium scale enterprises in Enugu. Technological advances bring huge opportunities as well as challenges for managers from all professional fields. Most organizations do not attach high or optimal priority to sophisticated technology that slows down an organization’s growth. In present competitive global economic scenario, organizations who fail to advance technologically are at potential risk of lagging behind competitively as well as in terms of productivity thereby losing its market share. The study agrees with previous study by Ikemefuna and Abune, (2015) which reported that technological

environment significantly affect the growth and performance of manufacturing industries in Enugu State

Conclusion

Organizations today are prolifically integrating new technologies to gain an edge over others in terms of productivity and services. With the help of technology there are remarkable changes in the processes like marketing, production, human development. Technology is useful in accurate decision making, time and money saving etc. and the same is based these days on scientific basis and analysis. Moreover, it has played a major role in conducting financial analysis and control. Technology can be liberating in enabling people to work at times and in places of their own choosing. Technology also has enormous potential to transcend, geographical, cultural and temporal boundaries and so increase collaborations amongst organizations and their members This study concludes that technological environment plays a great role on organizational performance in terms of market share and customer satisfaction.

It is also in the interest of an organization to keep and follow an open communication policy about the forthcoming technological changes in the system as such could inform the staff thereby influencing their attitude towards it adoption which might influence customer satisfaction.. All likely to be affected or otherwise concerned must be kept informed and should be kept in picture right from the initial stage. Employees should have access to all information about the changes an organization intends to bring and the skills that will be required for that. This will forewarn the workers and they will know where they are likely to stand in the new set up.

Recommendation

Based on the findings of the study, the followings are recommended:

1. The management of medium scale enterprise should look deeply inward and see how best they can utilize the technological advancement in achieving the organizational goal of customer satisfaction
2. The management should see the need to utilize technology in achieving high productivity and achieve greater market share for the organization

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