



THE RELATIONSHIP BETWEEN TECHNOLOGICAL ORIENTATION AND ORGANIZATIONAL PERFORMANCE OF DEPOSIT MONEY BANKS IN PORT HARCOURT, NIGERIA.

ADUBASIM ERNEST IKECHUKWU¹ ODUNAYO O. AKINTOKUNBO²

¹Department of Management and Information Technology, Faculty of Management Sciences, Abubakar Tafawa Balewa University, Bauchi.

²Department of Management, Faculty of Management Sciences, Rivers, State University Nkpolu-Oroworukwo, PMB 5080, Port Harcourt.

Abstract

The purpose of this study was to examine the relationship between technological orientation and organizational performance in Deposit Money Banks in Port Harcourt, Nigeria. The study adopted a cross sectional survey design. The population covers 281 middle and lower management staff including the support staff of the Zonal/Area offices of the eighteen (21) Deposit Money Banks in Port Harcourt.. The sample size was 165 using the Taro Yamen"s formula. After data cleaning, only data of 148 respondents were finally used for data analysis. Descriptive statistics and Pearson correlation were used for data analysis and hypothesis testing. Findings revealed that technological orientation has a significant relationship with organizational performance. The study thus concluded that technological orientation bears a positive and significant influence on Organizational performance. We recommend that management of deposit money banks should make use of strategic orientation based technology to make it easier for the company to analyze data through data warehousing and predict future behavior of members. The study clearly proves that if information technology is improved then organizational performance will increase

Keyword: *Technological Orientation, Organizational Performance, Market Share, Profitability, Cost Optimization*

Introduction

In the globalization, integration and liberalization era, the business environment is becoming fiercer than before; businesses of all types and sizes are facing

continually changing situations externally and internally. Furthermore, the question at the heart of every strategist in every business enterprise is how to cope with these ambiguities, leverage competitive edge and expected level of performance (Vazquez, Santos, and Alvarez, 2001). In highly dynamic and uncertain environments, competitiveness must be regarded as a multi-dimensional construct comprising customer values, shareholder values and an organization's ability to act and react. Each of these dimensions must be looked at in relative rather than in absolute terms. According to Smarta (2004), the new wave of liberalization and competitive business environment has forced organizations to awaken from the slumber, overhaul their thinking and wear new caps to re-assess the external and internal environment. Organizations need to acquire new skills to develop a strategic vision for the future course of their business. Companies have long known that, to be competitive, they must develop a good strategy and then appropriately realign structure, systems, leadership behavior, human resource policies, culture, values and management processes. Technology orientation as part of strategic orientation is a core element to success for many organizations in creating proper behaviors to achieve superior performance (Hakala, 2010), since technology orientation suggests that consumers prefer products and services of technological superiority. According to this philosophy, firms devote their resources to research and development, actively acquire new technologies, and use sophisticated production technologies ((Srinivasan et al., 2002). Technology orientation is expected to make the firm better suited to confront the business challenges that keep on emerging every other day. For instance, firms with a high level of technology have strong orientation to research and development (R&D) and use sophisticated technology to develop new products while a market orientation requires organizations to focus on customers and their needs (Keskin, 2008). He further points that by a firm being able to Technologically oriented, it will be able to develop new skills, a strong strategic vision in their business, establish a good strategy and realign their structure, systems, leadership behavior, human resource policies, culture, values and management processes.

An organization that decides and acts on plans to achieve objectives does not do so in a sterile environment. Its success largely depends on the knowledge and quality of the relationships it maintains with the external environment (systems) and its own internal environment (systems). To maintain the quality of relationships implies that the organization's management truthfully assess the state of the relationships with the external and internal environments, constantly monitor the dynamics that affect the relationship, and adjust to maintain or

improve those relationships over time in order to achieve the organizational goals. According to Porter (1996), a firm's ability to seek and achieve higher employee performance as well as competitive advantage rests on its ability to acquire and deploy resources that are coherent with the organization's competitive needs and such alignment process requires a shared understanding of organizational goals and objectives by managers at various levels and within various units of the organizational hierarchy.

Organizational performance is the analysis of a company's performance as compared to its goals and objectives. There is a strong relationship between organization performance and the several dimensions of strategic orientation. Strategic orientation provides an organization with a better understanding of its customers which leads to enhanced customer satisfaction and thus organizational performance.

Studies that have been done on strategic orientation and its effects on performance include Kohli and Jaworski (1993) study on the market orientation shows a positive effect on performance. Paladino (2007) study established that there was a positive effect of market orientation on innovation, product quality, and overall performance. On the other hand, Mentzer and Cooper, (2010) shows that market orientation concept involves generating, disseminating, and responding to market intelligence thus considered as effects on both current and future customer needs. Lumpkin and Dess (2006) researched on the relationship between strategic orientation and firm performance of small and medium enterprises in Malaysia. The study established that entrepreneurial and market orientation both have a positive direct effect on superior firm performance, interaction orientation which is a relatively new concept, did not show any significant effect on firm performance. Kaptuya, (2014) study on the role of strategic orientation as a source of competitive advantage at Geothermal Development Corporation in Kenya established that there was effective coordination between the different departments which leads to proper planning and coordination of activities, helps in creating proper understanding among persons, gives the company clear strategic direction, reduces conflicts among functional areas, time management and effective utilization of resources. From the studies that have been undertaken, there is no study that has been undertaken on the relationships between strategic orientation and organizational performance of supermarkets in Port Harcourt. Hence, this study will attempt to fill this gap examining how strategic orientation can be used by supermarkets in Port Harcourt to effectively derive plans for good performance.

This paper was guided by the following research questions:

- i. What is the relationship between Technological Orientation and Market share of the Deposit Money Banks in Port Harcourt?
- ii. What is the relationship between Technological Orientation and Market share of the Deposit Money Banks in Port Harcourt?
- iii. What is the relationship between Technological Orientation and Cost optimization of the Deposit Money Banks in Port Harcourt?

Literature Review

Theoretical Framework

The resource-based view of the firm provides the theoretical foundation for this study (Barney, 1991). The resource-based view of the firm argues that superior performance rests on resources and capabilities that are valuable and rare, that strategies based on these resources are costly to imitate, and finally that procedures and policies are organized to exploit the resources and capabilities. In this perspective, firms' strategic orientations represent strategic capabilities that guide (strategic) actions for superior performance (Day, 2011). The RBV argues that resources that are simultaneously valuable, rare, difficult to imitate and imperfectly substitutable are the source of competitive advantage and dynamic capabilities govern the changes in these firm specific, unique resource bundles (capabilities) (Ambrosini and Bowman, 2009).

The resource based view focuses on resource heterogeneity and immobility as potential sources of competitive advantage (Barney 1991). Strategic orientation reflects the firm's philosophy of how to conduct business through a deeply rooted set of values and beliefs that guides the firm's attempt to achieve superior performance. These values and beliefs define the resources to be used, transcend individual capabilities, and unify the resources and capabilities into a cohesive whole (Day 2011). Such capabilities are intangible and interaction based. They are difficult to trade, imitate, or duplicate, and thus they are the most likely sources of competitive advantage. Ray, Barney and Muhanna (2004) advocate that firms must translate efficiently and effectively their resources and capabilities into business process, otherwise they cannot expect to realize the competitive advantage potential of their resources. They stress that the potential to generate competitive advantage from resources can be realized only if used in business process, defined by the actions that firms engage in to accomplish some business purpose or objective. They state that is through business process that firm's resources and capabilities get exposed to the market, and consequently have their value recognized.

Wilkens *et al.*, (2004) posits that a firm that exploits its internal resources and capabilities could achieve a good performance, as the resources are stable and reliable in the process of strategic management, making the firm able to face market dynamics and competition. This implies that, to be successful firms could identify their idiosyncratic characteristics in order to differentiate themselves from other competitors and carve out a distinctive niche in the market (Barney *et al.*, 2011). Thus, they should select their peculiar resources and find the best way to use and organize them in order to deploy specific capabilities and to set up a successful strategy allowing them to operate profitably in the market. However, their ability to take advantage of the changing trends depends to a large extent on the internal and external factors that may enable (or inhibit) these enterprises to realize their potential represented by their dynamic capabilities. This means that, it is important to recognize that the value of dynamic capabilities is context dependent (Barreto, 2010).

Contingency theory suggests that firm competitiveness depends on the alignment of the organization with the environment as well as the congruence of the organizational elements with one another (McKee *et al.*, 2009). Strategic orientation as a core value of the contingency theory indicates that the greater the consistency between the competitive strategy and contingent factors, the more positive the impact on organizational above average performance. Dynamic capabilities describe the different strategic movements that occur between business capabilities with different dynamics. Competitive strategy is used to deal with the internal and external environment, and represents the mediating force between an organization and its environment, with its main goal being to achieve competitive advantages. Nevertheless, a resource or capability cannot be a source of sustainable competitive advantage if it has strategically equivalent substitutes that are not in themselves rare or costly to imitate (Barney 2001). In terms of substitutability, organizational capabilities are a problematic source of sustainable competitive advantage. Even though it has been accepted that they may, *per se*, contribute to competitive advantage, they are vulnerable to erosion as the firm adapts to changes: they may be replaced by a different capability or be surpassed by a better one (Collis, 1994).

Concept of Technology Orientation

Technology orientation suggests that consumers prefer products and services of technological superiority. According to this philosophy, firms devote their resources to research and development, actively acquire new technologies, and use sophisticated production technologies ((Srinivasan *et al.*, 2002). Accordingly,

a technology oriented firm is one with the ability and will to acquire a substantial technological background and use it in the development of new products. Because of their strong commitment to research and development and application of latest technologies, technology-oriented firms can build new technical solutions and offer new and advanced products to meet customer needs. Consequently, technology-oriented firms have a competitive advantage in terms of technology leadership and offering differentiated products, which can lead to superior performance (Gatignon and Xuereb, 2007). The value of a technology orientation, however, likely depends on technological turbulence, which refers to the rate of technological changes within an industry. When the level of technological changes is relatively low, firms can benefit from relying on and making full use of their current technologies. However, because of their commitment to technological superiority, technology-oriented firms devote their resources to research development activities, which incurs substantial costs and expenses that may not be worthwhile when the pace of technological change is low. When the market environment is marked by rapid technological advances, the value and impact of prior technology deteriorates very quickly, firms must allocate more resources to technology development, experiment with new technologies, and manage uncertainty through innovations; otherwise, they will be driven out of the market due to increasingly obsolete technology (Srinivasan et al., 2002). Hence, a higher level of technology orientation is needed to cope with high levels of technological turbulence.

Organizational Performance

Organization performance is a multidimensional construct operationalized by a variety of financial measures (which include sales, value of net assets and profit) and non-financial measures which include number of workers, market share and overall customer satisfaction. In addition, factors such as overall satisfaction and non-financial goals of the firms are also very important in evaluating performance. Organization performance cannot be adequately determined without considering both financial and nonfinancial measures (Zahra, 1993).

Firms' performance relate to the efficiency and effectiveness of the firm. It is a contextual concept associated with the phenomenon being studied. Profitability is the main financial measure used to determine organization performance since it is an indicator of both efficiency and effectiveness of organization operations (Bora and Bulut, 2008). Financial measures which have been historically used to measure organizational performance include profit, return on investment,

earnings per share, market share, revenue growth and current ratio (Bora and Bulut, 2008).

Organizational performance is the productive output of a system in the form of goods or services. Organizational performance is categorized into three: financial performance (profit), internal non-financial performance (productivity) and external non-financial performance (e.g., customer satisfaction) (Swanson, 2000). In financial performance it deals with, return on investment, growth of sales, profit, organization effectiveness, and business performance, other organization value performance through quality service and products, satisfying customers, market performance and service innovations. Researchers in the strategic management field have discussed a variety of models for analyzing performance such as market shares, financial performance, efficiency and effectiveness of an organization performance, and human resource management, hence organization should value employees for better production and performance.

Organization performance requires selection and measuring key variables that can allow the organization to detect and monitor its competitive position in the business. Performance to organization is a function of controllable and uncontrollable variables. Organization performance can be explained in three dimensions of performance: return of investment, margin on sales, capacity utilization, customer satisfaction and product quality (Green, 2007). However performance measurement is important factor for effective management in enhancing the organizational performance to identify and measure the influence of value in it. Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

The debate on performance measures has been a domain of interest for academicians and practitioners. Organizational performance is the ultimate dependent variable of interest for scholars concerned in area of management and also an indicator for evaluating the operational efficiency of a business. Despite the importance of the concept, studies have revealed disparities as to what constitute organizational performance. Venkatraman and Ramanujan (1986) note that there is no agreed definition and measures of employee performance. They argue that the concept has multiple meaning depending on the specific discipline such as the service, production and manufacturing industry. For instance, Delaney and Huselid (1996) placed high emphasize on financial

performance which are objective such as accounting measures such as profit per employee, return on sales, productivity per employee or subjective measures (perception of performance relative to similar organizations or relative to product market competitors).

Guest (1997) criticizes the overreliance of financial performance that does not capture the full impact of human resource management on overall performance. The use of subjective measures is a common occurrence in existing studies examining the link between employee empowerment and employee performance (Yang and Choi, 2009). Dess and Robinson (1984) and Venkatraman and Ramanujam (1987) comparing objective and subjective measures of employee performance revealed that the two methods are appropriate in different situations. In this regard, recent studies have focused on a combination of the different methods in order to avoid bias toward one or the other measure, that is, objective or subjective. The Balanced Scorecard (BSC) proposed by Kaplan and Norton (1996) is the most dominant performance module used world over. It focuses on four major perspectives of performance namely financial performance, customer focus, internal business process and learning and growth. The study utilized the non-financial measures of customer focus, internal business process, learning and growth and corporate social responsibility as the indicators of organization performance.

Organizational performance is the final achievement of an organization and contains a few things, such as the existence of certain targets are achieved, has a period of time in achieving the targets and the realization of efficiency and effectiveness (Gibson et al., 2010). On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz & Donnell, 2003). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. All types of organization, whether small or big, public or private, for-profit or non-profit, struggle for survival. In order to survive, they need to be successful (effective and efficient). To assure their success, organizations must perform well. Ultimately, performance lies at the heart of any managerial process and organizational construct and is therefore considered as a critical concept in the strategic management field. Organizational performance includes multiple activities that

help in establishing the goals of the organization, and monitor the progress towards the target (Johnson et al., 2006). It is used to make adjustments to accomplish goals more efficiently and effectively. Organization performance is what business executives and owners are usually frustrated about. This is so, because even though the employees of the company are hard-working and are busy doing their tasks, their companies are unable to achieve the planned results. However, for any business to be successful, functions must be defined and accomplished. It is important for an organization to develop strategies that are designed around the skills that would enhance the performance of the organization.

Measures of Organizational Performance

Profitability

Profitability refers to money that a firm can produce with the resources it has. The goal of most organization is profit maximization (Niresh & Velnampy, 2014). Profitability involves the capacity to make benefits from all the business operations of an organization, firm or company (Muya & Gathogo, 2016). Profit usually acts as the entrepreneur's reward for his/her investment. As a matter of fact, profit is the main motivator of an entrepreneur for doing business. Profit is also used as an index for performance measuring of a business (Ogbadu, 2009). Profit is the difference between revenue received from sales and total costs which includes material costs, labor and so on (Stierwald, 2010). Profitability can be expressed either accounting profits or economic profits and it is the main goal of a business venture (Anene, 2014). Profitability portrays the efficiency of the management in converting the firm's resources to profits (Muya & Gathogo, 2016). Thus, firms are likely to gain a lot of benefits related increased profitability (Niresh & Velnampy, 2014). One important precondition for any long-term survival and success of a firm is profitability. It is profitability that attracts investors and the business is likely to survive for a long period of time (Farah & Nina, 2016). Many firms strive to improve their profitability and they do spend countless hours on meetings trying to come up with a way of reducing operating costs as well as on how to increase their sales (Schreibfeder, 2006).

Market Share

Market share refers to the percentage of sales a company has in a specific market within a specific time period. Higher market share translates into higher profits. Gaining or building market share is an offensive or attack strategy to improve the company's standing in the market (Sarkissian, 2010).

Market share is a measure of the consumers' preference for a product over other similar products. A higher market share usually means greater sales, lesser effort to sell more and a strong barrier to entry for other competitors. A higher market share also means that if the market expands, the leader gains more than the others. By the same token, a market leader - as defined by its market share -also has to expand the market, for its own growth (Schnaars, 1998). There are many different ways to increase market share; companies usually use a combination of strategies. Sometimes something as basic as increasing advertising can have huge effects, as can adjusting pricing. Breaking products into groups and targeting them at specific demographics can also increase this percentage, as can making of complementary products.

Cost optimization

According to Drury (2004), Cost optimization focuses on cost reduction and continuous improvement and change rather than cost containment. The term cost reduction could be used instead of cost optimization. Whereas traditional cost control systems are routinely applied on a continuous basis, cost optimization tends to be applied on an ad hoc basis when an opportunity for cost reduction is identified. Cost optimization consists of those actions that are taken by managers to reduce costs, some of which are prioritized on the basis of information extracted from the accounting system. Although cost optimization seeks to reduce costs, it should not be at the expense of customer satisfaction. Ideally, the aim is to take actions that will both reduce costs and enhance customer satisfaction.

Cost optimization has become an essential emphasis in today's highly competitive business environment. This study was aimed at defining cost optimization and discussing the philosophies that underpins optimization. Over the past 25 years, we have seen a significant shift in the cost accounting and management accounting (Maher and Deakin, 1994, Günther 1997 and Götze, 2004). This shift is the result of an increasing competitive environment due to the introduction of new manufacturing and information technologies, the focus on the customer, the growth of worldwide markets, and the introduction of new forms of management organization (Blocher et al, 1999).

The idea of cost optimization of a production unit was first introduced by Farrell (1957), under the concept of "input oriented measure". According to Farrell, a technical optimization measure is defined by one minus the maximum equi proportionate reduction in all inputs that still allows continuous production of given outputs. Technical optimization is linked to the possibility of avoiding

wasting by producing as much outputs as the use of input allows it (output oriented measure), or by using as less as input that the production objective plans it (input oriented measure). This optimization is measured by comparing observed and optimal values of production, costs, revenue, profit or all that the production system can follow as objective and which is under appropriate quantities and prices constraints. Optimization measurement is one aspect of investigating a firm's performance. Optimization can be measured in three ways; maximisation of output, minimisation of cost, and maximisation of profits. In general, optimization is divided into two components (Kumbhakar and Lovell, 2003).

A firm is regarded as technically efficient if it is able to obtain maximum outputs from given inputs or minimise inputs used in producing given outputs. The objective of producers here is to avoid waste. According to Koopmans (1951) a producer is considered technically efficient if, and only if, it is impossible to produce more of any output without producing less of some other output or using more of some inputs. On the other hand, allocative optimization relates to the optimal combination of inputs and outputs at a given price. The objective of producers might entail the following: to produce given outputs at minimum costs; to utilise given inputs so as to maximise revenue; and to allocate inputs and outputs so as to maximise profit. This technique of production is widely known as economic optimization where the objective of producers becomes one of attaining a high degree of economic optimization (cost, revenue or profit optimization). Theoretically, competition is good because it ensures that the costs of production are minimised and at the same time it promotes optimization (Nickell, 1996). Increased competition could force firms to operate more efficiently in order to survive. It forces the banks to produce products and provide services that are most demanded by the customers. If they can provide services demanded efficiently and with the least cost, there is no reason why they cannot make more profits. Otherwise, they will make losses and possibly go out of business.

From the foregoing point of view, we hereby hypothesized thus:

- H01:** There is no significant relationship between technology orientation and profitability of deposit money banks in Port Harcourt.
- H02:** There is no significant relationship between technology orientation and market share of deposit money banks in Port Harcourt.
- H03:** There is no significant relationship between technology orientation and cost optimization of deposit money banks in Port Harcourt.

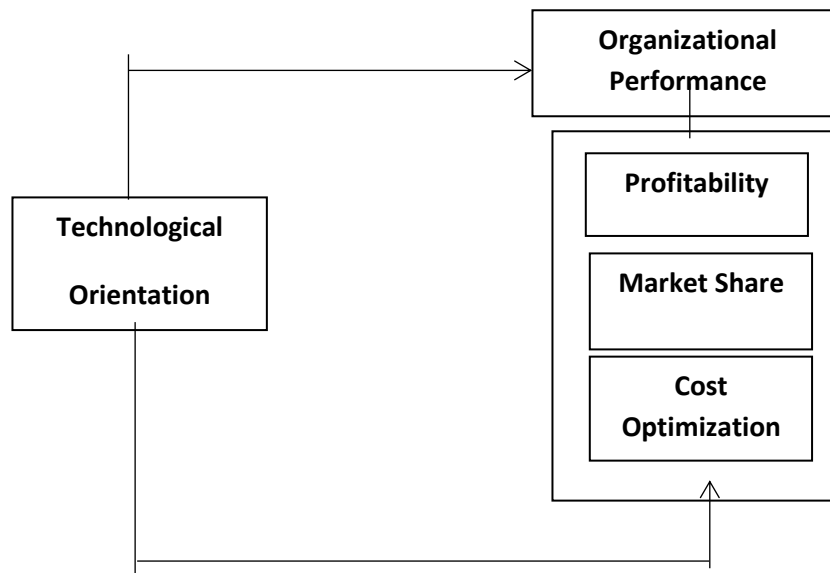


Fig.1 Operational Framework for the hypothesized relationship technological orientation and organizational performance.

Source: Author's Desk Research, 2019

Methodology

The researcher adopted the cross-sectional survey. The target population will comprise of middle and lower management staff including the support staff of the Zonal/Area offices of the eighteen (21) Deposit Money Banks in Port Harcourt. The population frame would be 281. Based on the population, a total sample size of 165 was derived using the Taro Yamen's formula Descriptive statistics were used for data presentation and Spearman's rank correlation was used for hypothesis testing with the aid of Statistical Package for the Social Sciences (SPSS).

Results and Discussions

Secondary data analysis was carried out using the Spearman's rank correlation at a 95% confidence interval. Specifically, the tests cover two hypothesis that were bivariate and declared in the null form. We have based on the statistic of Pearson Correlation to carry out the analysis. The level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 1 Correlation Matrix for Technology Orientation and Organizational Performance

		Technol ogy orientat ion	Profitabi lity	Marke t share	Cost optimizat ion
Technology orientat ion	Pearson	1	.762**	.693**	.944**
	Correlatio n				
	Sig. (2-tailed)		.000	.000	.000
	N	148	148	148	148
Profitability	Pearson	.762**	1	.819**	.784**
	Correlatio n				
	Sig. (2-tailed)	.000		.000	.000
	N	148	148	148	148
Market share	Pearson	.693**	.819**	1	.591**
	Correlatio n				
	Sig. (2-tailed)	.000	.000		.000
	N	148	148	148	148
Cost optimiz ation	Pearson	.944**	.784**	.591**	1
	Correlatio n				
	Sig. (2-tailed)	.000	.000	.000	
	N	59	59	59	59

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

Source: Research Data 2019 and SPSS output version 23.0

Table 1 illustrates the test for the three previously postulated bivariate hypothetical statements.

H₀₁: There is no significant relationship between technology orientation and profitability of Deposit Money Banks in Port Harcourt.

The correlation coefficient (r) shows that there is a significant and positive relationship between technology orientation and profitability of deposit money banks in Port Harcourt. The rho value 0.693 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation

coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between technology orientation and profitability of deposit money banks in Port Harcourt.

H02: There is no significant relationship between technological orientation and market share of Deposit Money Banks in Port Harcourt.

The correlation coefficient (r) shows that there is a significant and positive relationship between technological orientation and market share. The ρ value 0.693 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between technological orientation and market share of deposit money banks in Port Harcourt.

H03: There is no significant relationship between technological orientation and cost optimization of supermarket in Port Harcourt.

The correlation coefficient (r) shows that there is a significant and positive relationship between technological orientation and cost optimization. The ρ value 0.944 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between technological orientation and cost optimization of deposit money banks in Port Harcourt.

Discussion of Findings

This study using descriptive and inferential statistical methods investigated the relationship between Technological orientation and organizational performance of deposit money banks in Port Harcourt. The findings revealed a positive and significant relationship between Technological orientation and organizational performance using the Pearson Correlation Statistics tool at a 95% confidence interval. This finding reinforces views by Gatignon and Xuereb, (2007) who established that a technology oriented firm is one with the ability and will to acquire a substantial technological background and use it in the development of new products. Because of their strong commitment to research and development and application of latest technologies, technology-oriented firms can build new

technical solutions and offer new and advanced products to meet customer needs. Consequently, technology-oriented firms have a competitive advantage in terms of technology leadership and offering differentiated products, which can lead to superior performance.

Srinivasan et al., (2002) argues that the value of a technology orientation, however depends on technological turbulence, which refers to the rate of technological changes within an industry. When the level of technological changes is relatively low, firms can benefit from relying on and making full use of their current technologies. However, because of their commitment to technological superiority, technology-oriented firms devote their resources to research development activities, which incurs substantial costs and expenses that may not be worthwhile when the pace of technological change is low. When the market environments marked by rapid technological advances, the value and impact of prior technology deteriorates very quickly, firms must allocate more resources to technology development, experiment with new technologies, and manage uncertainty through innovations; otherwise, they will be driven out of the market due to increasingly obsolete technology.

Conclusion and Recommendation

Due to the dynamic and turbulence nature of business many service industries have moved from the idea of acquiring new customers in order to increase returns to a technological orientation approach. Retaining customers that already exist has proved to be more cost-effective than acquiring new customers (Kotler & Keller, 2006). Due to competition, improvement in technology and intangibility nature of services it is a continuous battle to retain customers therefore business firms have to continuously improve business operations so as to keep up with the changing trends of business as well as survive in the industry. This therefore brings in the concept of Organizational performance. Organizational performance is the productive output of a system in the form of goods or services. It requires selection and measuring key variables that can allow the organization to detect and monitor its competitive position in the business.. This study therefore concludes that technological orientation significantly influences Organizational performance

Based on the discussion and conclusion above, the following recommendation was hereby made:

1. Management of deposit money banks should make use of strategic orientation based technology to make it easier for the company to analyze data through data warehousing and predict future behavior of members.

The study clearly proves that if information technology is improved then organizational performance will increase.

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