Technological Advancement And Service Delivery: A Study of Small Scale Enterprises in Wukari Local Government Area of Taraba State, Nigeria

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Abstract

The major objective of this study is to establish a relationship between technological advancement and service delivery in small scale enterprises. Specifically, the study was designed to find out if relationship exists between technological advancement and service operation, ascertain the relationship between technological advancement and service experience, and identify the relationship between technological advancement and service outcome. The target population for this study was all small-scale enterprise owners and their workers in Wukari Local Government Area of Taraba State. The small-scale enterprises covered are the filling stations, hotels, supermarkets, GSM product service centers and their accessories sales outlets, welding and fabrications, vehicle mechanic and spare parts, hair dressers, barbing saloon, tailors and bakeries. There are about 35 clusters of the above outlined small scale enterprises and each has at least five workers, including the owner, giving a total population of 143.The sample size of 105 was determined from the population size using Taro Yamane. The implication is that, from each of the 35 clusters of small-scale enterprise, 3 people (i.e., the owner and 2 employees) were selected using simple random sampling technique and this gave a total sample size of 105.Data was collected using the questionnaire. The data were analyzed qualitatively and presented on simple percentages frequency tables. Findings show that: technological advancement has significant relationship with all the three drivers or indicators of service delivery employed in this study(service operation, service experience, and service outcome).Based on the finding of this study, the following recommendations were made: small scale enterprises should understand that technological advancement helps them effectively improve service delivery to customers (service operation), the customer's direct experience of the service (service experience) and the benefits and results of the service for the customer or clients (service outcome). technological advancement helps them assess the benefits the customer perceives as inherent in the service weighed against the cost of the service. For the fact that innovation and technology are the key elements of sustainable economic growth in today's global economy, it is impossible to survive in such a tough competitive environment without making sufficient level of investments in technology and innovation.

Keywords: Technological advancement, service delivery, service operation, service experience and service outcome.

Introduction

General Overview

Since the beginning of industrial revolution, the global economy has been moving rapidly forward due to new technologies. Each new technological wave has a positive effect on economic growth, productivity and opportunities for new business types (Bou-Wen and Daniel, 2001).We are in the 4th industrial revolution, otherwise called the digital or technology age and as such our lives revolve around technology. Technology has evolved our manual processes and automated them, making lives easier and better. In Nigeria technology has advanced with years and has revolutionized agriculture, the industry, communication, transportation, education, commerce, other forms of business and financial processes.

Technology has greatly disrupted and improved our financial system, from saving money on roofs and under the bed to cashless economy. Banking and other business transactions in Nigeria as at the 80s and 90s were done manually; people go to the bank, stand in queue to save money or pay bills. Today we can pay bills, recharge our mobile phone, transfer money from person to person, and manage investment from the comfort of our homes. In Nigeria today manual banking sector has involved to mobile banking, automated teller machines (ATM), E-payments and fund transfer (online banking) platforms, ICT integrated project bank are in place. Prominent among the leading technologies are financial technology (Fintech) and regulation technology platforms (Regtech). Now we hear about interstitial, runway pager flutter mouse and host of other disrupting the financial world, collaborating with banks and other such application development companies (Enwere, 2010). Business has also advanced in recent times, giving that technology has enhanced the process and practice. It has equally helped businesses and industries save time and cost of production. In food industry, technology has enhanced processing and packaging of different edible products for sale in both, local and international markets. The 3G/4G broadband and social network technology enable businesses

to reach the target market with less costs of operation. Initially businesses advertisement is done solely on TVs and Radio stations, technology has enabled them reach a video audience with internet marketing tools, using little money to make great profitable and as well improve their service delivery to customers or clients.

Statement of the Problem

The assumptions that technology advancement has potential of improving service deliveryin small-scale enterprises are yet to be substantially established empirically. This is because most of the research on technological advancement were centered on labor market parameters: employment, unemployment, labor demand, wages and etc; Say (2009); Schumpeter (2017),Wood (2004); Feldmann(2013),Liso and Leoncini (2011). Piva et al. (2006) noted that technological change negatively influences skilled and unskilled workers. ToAlonso-Borrego and Collado (2002), technological innovation is one of the main sources for the creation and destruction of jobs. From the foregoing, it means, research has not established the application of technology as a tool to helping small scale business reach out to customers and meet or provide their needs. Sometimes there is a mismatch between what is offered by organizations and what is expected by customers, making organizations to be on the cross road on how to improve on their service delivery especially as it has to do with the following: The way in which the service is delivered (service operation), customer's direct experience of the service (service experience). The benefits and results of the service for the customer or clients (service outcome:) and benefits the customer perceives as inherent in the service weighed against the cost of the service (Value of the service).

Again, some people assume that technology is an expensive, risky and time-consuming activity for most small-scale enterprises and thus they do not have need for technology. Unfortunately, however, little do people know that those who have this perception do not understand that things are fast changing and the way of doing business is subject to changeas wellfor any size of business. This study was designed because of the forgoing problems. The major objective of this study is to establish the relationship between technological advancement and service delivery in small scale enterprises operating in Wukari Local Government Area of Taraba State. Specifically, the study has the following objectives: (1) to find out the relationship between technological advancement and service operation (2) to ascertain the relationship between technological advancement and service experience (3) to identify the relationship between technological advancement and service outcome.

Research Questions

1. What is the relationship between technological advancement and service operation?
2. What is the relationship between technological advancement and service experience?
3. What is the relationship between technological advancement and service outcome?

Scope of the Study

Only small-scale enterprises operating in Wukari Local Government Area of Taraba State that provide tangible and intangible services were covered in this study. In addition, literature concentrates on issues having bearing with technological advancement and service delivery.

Significance of the Study

The findings of this research will be significant in several aspects. First, the result will help small scale entrepreneurs toappreciatewhat technological advancement involves.Second, the result and conclusion are expected to give good insight into prospects of technological advancement on small scale business. From this policy makers will have empirical basis for

policy formulation or review to the benefit of small-scale enterprises and/ address their problems. Thirdly, the study willhelp further research by providing literature on related topic.

Conceptual Framework

Concept of Technological Advancement

Technological advancement is the same thing with technological development. It is the generation of information or the discovery of knowledge that advances the understanding of technology. Simply put, a technological advancement is a change in the way a product or service is produced or delivered. It advances the understanding of technology. Technology advancement includes the creation of printhead arrays and multiple carriage systems that cover a larger area of cloth in a single pass of the substrate. Technological advancements have helped businesses and organizations save time and cost of production, which has been an advantage to all business, they manage these advancements to gain competitive advantage. A good example is the 3G / 4G broadband, small businesses have taken advantage of this super-fast internet to reach target markets with less costs of operation. This is technological innovation. It indicates that innovation is part of technological advancement (Jobber, 2004).

Schumpeter introduced the concept of innovation in the 20th century, describing it as an industrial mutation which is constantly changing the economic structure from within, destroying the old one while creating a new one. This is known as the process of creative destruction (Schumpeter 2008). Gurbiel (2002) defines innovation as everything new, which is the result of practical primary usage of a certain idea. The innovation potential of a certain country is the sum of several macro and microeconomic factors that encourages the process of innovation within the country. R&D expenditure is one of these key factors in the innovation and technological progress of any country, which provides long-term economic development. While technological innovation functions as a critical tool in gaining competitive advantage, patents

are important instruments for the protection of innovation process. As Meyer (2008) states, companies or states, which do not see the need to develop a technology strategy or which do not constantly review or monitor their strategies,lag behind their major competitors. Accordingly, structural change of the entire economy and sustainable growth is almost impossible without proper state policies and strategies on technology and innovation. Thus, implementing correct policies will strengthen the competitiveness of newly developing countries and bring economic success to them(Gurbiel, 2002).

Types of Technological Advancement

The types of technological advancements are:

I. Technology Advancement in Medicine and Health care: Technology has helpedin saving many innocent lives. Human medicine and health sciences have improved. Doctors and medical students have embarked on medical technological tools to carry out extensive research on human health problems and challenges. This extensive research has resulted into the development of new drugs, and treatments which have helped in curing most challenging human diseases and this has helped in saving so many lives and it has also prolonged the human lifespan.

ii. Technological advancements in communication: Communication is a majorfactor in both human lives and business. Communication technology has changed with years and it has even become better. Before now, a fixed land line was used to communicate, by then, this was the best way to communicate with your family, friends or business partners and suppliers. The only challenge it had was that it was fixed, so if you were not in the office or at home, people could not communicate with you. With years this technology has evolved and we have witnessed new mobile phones which made communication easier. Now one can enjoy advanced communication technology such as ipad; a new technology which can do more than just making calls. With its technology, you can even do a live video call and see the people you're

communicating with, similar to Smart phones like iphone or Samsung galaxy which can have related functions.

iii. Technological Advancements in Agriculture: Agricultural technological advancement has played a big role in changing the face of agriculture. This has resulted into increased production and abundant food supply. Technological advances in agriculture include; Agricultural Machinery, Agriculture Biotechnology, GM Food, Cloned Sheep, Organic fruits, Artificial Fruits, Livestock farming, Cattle Breeding, Cattle Slaughter.

i.v Technological Advancements in Education: Technology advancement has greatly changed the education sector. We now days learn through mobile gadgets and tablets. Technology has simplified the way teachers reach their students and it has also helped students learn from anywhere as well as enable them access academic information at anytime from anywhere. For instance, the use of smart phones in classroom, use of tablets and mobile computers in education and classroom, use of smart whiteboards for visual illustration in the classroom, use of internet for long distance learning, use of social.media to connect students with teachers (Akaninwor, 2005).

v. Technological Advancements in Commerce: Electronic commerce draws on technologies such as mobile commerce, electronic funds transfer, supply chain management, Internet marketing, online transaction processing, electronic data interchange (EDI), inventory management systems, and automated data collection systems.

Challenges of Technological Advancement

The factors affecting Nigeria's technological growth can be grouped into two, namely, internal and external factorsaccording to Uwaifo and Uddin, (2009); Paul (2007), and these are: Internal Factors. The following are internal factors bedeviling the economic and technological growth of this country.

ii. Porous Infrastructural Base: The current infrastructure base in Nigeria is grossly inadequate in terms of capacity and quality and is not capable of catering for the anticipated industrial development.

iii. High Index of Corruption Nigeria ranks highly in the Corruption Perception Index. This has implication for investment and the flow of foreign investment into the country.

iv. Internal Security: In Nigeria internal conflicts, kidnappings, insurgency, including religious, ethnic and economic crisis. Investors are discouraged and this have had effects on the economy.

v. Lack of Purposeful Leadership: Selfishness or selfish interest on the part of our leaders is a jinx that needs to be broken for Nigeria to record any meaningful technological growth.

v. Government Attitude Towards Policy Implementation: Nigeria had had several national development plans. But all these development planssuffered shipwreck because of implementation gap.

vi. Non-Involvement of Engineers in Technological Decision-Making: Science and technology researches require the technocrats who have the technical knowhow. Government and decision makers take technological decisions without consulting Nigerian engineers and technologists (through the Nigerian Society of Engineers. NSE) who are the key players in the field of engineering and possess the experience and technical knowhow to contribute towards the effectiveness of any technological developmental decision.

The external factors include:

I. Negative Influence Posed by Our Colonial Masters: The British came toNigeria among other reason, for economic reason- as a ready market for their spirits, Dane guns, mirrors and other goods. According to Akaninwor (2005), the colonialists

discouraged further development of Nigerian technology as they reasoned it was a threat to the smooth marketing of goods imported from Europe.

II. Relegation of Indigenous Knowledge: The advent of modern technology is largely thought by many agricultural experts to have impeded the development of local and indigenous knowledge in the fields of agriculture in Nigeria.

III. Wrong Philosophy of Western Education: Western education is the main and proper channel for technological emancipation provided it is built on appropriate philosophy of education. IV.

IV Conflicting Interest in Transfer of Technology: While the receiver wants technology to bring independence, modernity, and prosperity, the donors do not want receivers to be lifted up but only want to create supplies of what they need and maintain markets for what they produce.

V. Selfishness in Controlling Transfer of Technology: Technology is usually kept as a preserved property of the donor and thus the exclusive control is vested in them. The donors determine how far and how much the receiver can use the technology by retaining production of spare parts and other components.

VI. Transfer of the Appropriate Technology: The technology that suits one environment may not suit the other. There can even be differences between environments within a country. It is therefore necessary to compare and identify the systems vis a vis the environment and make sure the technology is appropriate for the new environment.

Meaning of Service Delivery

Service delivery refers to the actual delivery of a service to the customer or clients. It is therefore concerned with the where, when, and how a service is delivered to the customer and whether this is fair or unfair in nature. The service concept defines the "how" and the "what" of service design. and helps mediate between customer needs and an organisation's strategic

intent (Goldstein, Johnston, Duffy & Rao, 2002). According to Chen, Tsou and Huang (2009), innovation in service delivery orientation refers to an organization's openness to new ideas and propensity to change through adopting new technologies, resources, skills and administrative systems. Service delivery innovation is also described as an overall process of developing new service offerings in the organization (Johnston & Clark, 2001). One reason for perceived service delivery problems is the mismatch between what the organization intends to provide (its strategic intent) and what its customers/clients may require or expect (customer/clients' needs) (Johnston & Clark, 2001).This suggests that reactive service delivery innovation is essentially in addressing existing problems in the organization identified by internal and external stakeholders.

Need for Service Delivery

In public service organization,service delivery innovation is critical for organisational success. Service organisations design new service offerings from either the customer's viewpoint or the organisation's delivery viewpoint (Goldstein et al, 2002). Service delivery is valuable in organisations because it improves or enhances the following (Goldstein et al, 2002: Johnston & Clark. 2001):

1. Service operation: The way in which the service is delivered.
2. Service experience: The customer's direct experience of the service.
3. Service outcome: The benefits and results of the service for the customer or clients.
4. Value of the service: The benefits the customer perceives as inherent in the service weighed against the cost of the service.

Meaning of Small-Scale Enterprises (SSEs)

Various organizations, institution and bodies define SMEs differently depending on the purpose, objective or use. The Organization for Economic Co-operation and Development OECD (2005) sees SMEs as independent firms that employ less than a given number of employees. However, SMEs were classified in terms of size, and financial assets. Firms that have up to 250 employees are classified as small and medium enterprises while small firms are those that have up to 50 employees and a firm with 10 employees or less was regarded as micro firms respectively. In Nigeria, the Third National Development plan defined a small-scale business as a manufacturing establishment which employs not more than ten people, or whose investment in machinery and equipment does not exceed six hundred thousand Naira.

The Central Bank of Nigeria (1983) in its credit guidelines, classified small scale business as the business with an annual income or asset of less half a million naira (N500, 000). The Federal Government Small Scale Industry Development Plan of 1980 defined a small-scale business enterprise in Nigeria as any manufacturing process or service industry, with a capital not exceeding N150, 000 in manufacturing and equipment alone. The small-scale industries association of Nigeria (1973) defined small scale business as those having investment of capital, land building and equipment of up to N60, 000 pre-SAP Value and employing not more than fifty persons.

The Federal Ministry of Industries (1973) defined it as those enterprises that cost no more than N500, 000 (pre-SAP Value) including working capital to set up. In 1990 budget, the Federal Government of Nigeria defined small scale enterprises for the purpose of commercial loan as those enterprises with annual turnover not exceeding N500, 000 for merchant loan and those for the purpose of commercial loan as enterprises with capital investment not exceeding N2 million (excluding cost of land or a maximum of N5 million).

In the United States, the small business administration SBA (2011) a government department, defines a small business using 'size standard', as one that is independently owned and operated and meets employment or sales standard developed by the agency and the concern cannot be dominant in its field, on a national basis. This in addition shows a similar trend in Nigeria, even if the exchange value makes the financial criteria to be different (Ayozie, 2006). Manufacturing: – Number of employees range up to 1500, depending on the industry. Retailing: – Small if annual sales or receipts are not over 2 million to 7.5million dollars. Wholesaling: - Small if yearly sales are not over 9.5 to 22 million dollars. Services: – Annual receipts that are not exceeding 2 million to 8 million Dollars.

Theoretical Framework

The theoretical construct of this study is anchored on the Lewin's Change Management Model. Lewin's Change Management Model "Lewin (1951, cited in Robbins, et.al., 2008) argued that successful change in organizations should follow three steps:" Unfreezing: change efforts to overcome the pressures of both individual resistance and group conformity". Movement: "a change process that transforms the organization from the status quo to a desired end state" and the third step is Refreezing: "stabilizing a change intervention by balancing driving and restraining forces". In this respect, "Harper (2001) proposed that for effective change to take place, management must ensure that all relevant stakeholders are given the opportunity to be engaged in decision-making and problem solving in a collaborative manner. A better understanding of the needs and benefits of change may result in little or no resistance on the part of change recipients. In the final step (refreezing), the emphasis is on the reinforcing of new processes and tasks in the organization by the employer. For this step to be successful, employees must be acknowledged, as reward is an important consideration. Reward is crucial for behavior modification and employees should receive appropriate recognition for changes in behavior if they embrace the technological change.

Review of Empirical Literature

Cavdar and Aydin (2015) conducted a study titled an empirical analysis of technological development and innovation indicators. The objective of the paper is to examine whether technological development indicators, which are used as a proxy for economic growth, innovation and the development level of countries, are influenced by the used variables in this analysis. The empirical results which were obtained by using MDS (Multidimensional Scaling) and HCA (Hierarchical Cluster Analysis) methods suggest that the variables of research and development expenditure (RDE), patent applications, residents (PA), health expenditure (HE), GNI per capita (PPP), share of women employed in the non-agricultural sector (SWE), internet users (IU)and scientific and technical journal articles (STJ)have significant impacts on technological development and innovation.

Findings from another study carried out by Cavdar and Aydin (2015) indicate that technological progress is needed to have a long-term, sustainable rate of change in the level of economy. In their study, Zhang et al., (2012) point out, that one of the most important reasons why China could realize great achievements in terms of economic growth is the scientific progress and innovation. As Zhang et al., (2012) state, there is a significant relationship between scientific innovation and economic growth. According to Cavdar and Aydin (2015) there is a long-term relationship between scientific innovation, technological development and economic growth. Berman et al. (1994) who proved the existence of strong correlations between industry skill upgrading and increased investment in both computer technology and R&D in the U.S. manufacturing sector.

Methodology

This study employed cross-sectional survey design aided by questionnaire. This study covered the small-scale enterprises operating in Wukari Local Government Area of Taraba State. Small scale enterprises who provide tangible or intangible services or both such as: Filling stations, Hotels. Supermarkets, GSM product service centers and their accessories sales outlets, Welding and fabrications, vehicle mechanic and spare parts, hair dressers, barbing saloon, tailors and Bakeries formed the study area. The target population for this study was the total number of small-scale enterprise owners and their workers in Wukari Local Government Area of Taraba State. There are about 35 clusters of the above outlined small scale enterprises and each has at least five workers, including the owner, giving a total population of 143. For the fact that the population was known, the sample size was determined using Taro Yamane (1964) formula.

The sample size was calculated thus:

$$n = \frac{N}{1 + N(e)2}$$

Where: n = Sample size
N = Total population size
1 = Constant

e = Error margin of 5% (0.05).

From the formula, the sample size of 105 was obtained from the population. The implication is that, from each of the 35 clusters of small-scale enterprise, at least 3 people (i.e. the owner and 2 staff) were selected using simple random sampling as respondents which give a total sample of 105. The primary source of data means data that are collected from original sources. This was gotten through questionnaires which were used to elicit important information from the respondents. The questionnaire was administered to the 105 respondents for data collection by the researcher.

Table 1: Questionnaire Distribution

Category	Number	Percentage %
Owners	35	33.3
Workers	70	66.7
Total	105	100

Field Survey – 2021

Data Collection Instrument

The questionnaire served as the data collection instrument. The questionnaire was designed with close-ended questions using a five-point likert scale of strongly agree to strongly disagree.

Validity and Reliability of Research Instrument

To ensure the validation of the instrument used in this research for primary data collection, the researcher sought guidance from his supervisor who vetted the instrument before proceeding to administer it. Validation on the basis of satisfactory and adequacy o

Analytical Technique

For the analysis of the data collected using the questionnaire; the researcher used simple percentages. The analysis was presented in tabular form for easy understanding and it consists of the number of respondents and the corresponding percentage.

Data Presentation

Table 2: Questionnaire Response Rate

	Frequency	Percentage (%)
No. of Questionnaire Returned	80	75.47
No. of Unreturned Questionnaire	25	24.53
Total	105	100

Source: Field Survey – 2021. SPSS, v 20.

Table 2 above shows that, out of the 105 questionnaires distributed, 80 were duly completed and returned while 25 questionnaires were not returned.

Table 3: Age Status of Respondents

Frequency	Percent	Valid Percent	Percent
6	7.5	7.5	7.5
1	13.75	13.75	21.25
41	51.25	51.25	72.5
13	16.25	16.25	88.75
9	11.25	11.25	100.0
80	100.0	100.0	

21. SPSS, v 20.

ondents (7.5%) were below 25 years, 11 respondents (13.75%) were

respondents (51.25%) were between 31-35 years, 13 respondents

-40 years while 9 respondents were 41 and above.

ndents

ncy	Percent	Valid Percent	Cumulative Percent
	78.75	78.75	78.75
	21.25	21.25	100.0
	100.0	100.0	

21. SPSS, v 20.

tes that 63 respondents representing 78.75% were male while 17

1.25% were female staff.

f Respondents

Table 6: Duration of Business Operation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5	17	21.25	21.25	21.25
	5-10	25	31.25	31.25	52.5
	11-15	24	30.0	30.0	82.5
	16-20	13	16.25	16.25	98.75
	Over 20	1	1.25	1.25	100.0
	Total	80	100.0	100.0	

Source: Field Survey – 2021 SPSS, v 20.

From table6 above, 17 respondents (21.5%) have been operating between 0-4 years, 25 respondents (31.25%) between 5-10 years, 24 respondents (30.0%) between 11-15 years, 13 respondents (16.25%) between 16-20 and 1 respondent for more than 15 years.

Data Analyses

Table 7: Technological Advancement andService operation

S/N	Statement	Number of response and Percentage (%)					
		SA	A	U	D	SD	Total
i.	Technological Advancement helps to reduce delays associated with service delivery of small-scale enterprises.	21 (26)	43 (54)	8 (10)	3 (4)	5 (6)	80 (100)
ii.	Technological Advancement helps customers to monitor deliveries from small-scale enterprises.	12 (15)	29 (36)	24 (30)	8 (10)	7 (9)	80 (100)
iii.	Technological Advancement gives room for options on how service delivery is carried out by small-scale enterprises.	15 (19)	41 (51)	3 (4)	16 (20)	5 (6)	80 (100)

Source: Field Survey – 2021.

From table 7 question (i) above, on views to whether Technological Advancement helps to reduce delays associated with service delivery of small-scale enterprises, 21 respondents representing 26% strongly agreed, 43 respondents (54%) agreed, 8 respondents (10%) were indecisive, 3 respondents (4%) disagreed while 5 respondents (6%) strongly disagreed. On

whether Technological Advancement helps customers to monitor deliveries from small-scale enterprises, 12 respondents (15%) strongly agreed, 29 respondents (36%) agreed, 24 respondents (30%) were indecisive, 8 respondents (10%) disagreed while 7 respondents (9%) strongly disagreed. Finally, on whether Technological Advancement gives room for options on how service delivery is carried out by small-scale enterprises, 15 respondents (19%) strongly agreed, 41 respondents (51%) agreed, 3 respondents (4%) were indecisive, 16 respondents (20%) disagreed while 5 respondents (6%) strongly disagreed. In table 7, majority of the respondents agreed to the measured dimensions which shows that technological advancement has significant relationship with service delivery.

Table 8: Technological Advancement and Service Experience

S/N	Statement	Number of response and Percentage (%)					
		SA	A	U	D	SD	Total
i.	Technological Advancement helps customers to compare what is delivered with what is expected from small-scale enterprises.	26 (33)	35 (44)	7 (9)	9 (11)	3 (4)	80 (100)
ii.	Technological Advancement helps customers to communicate their experience of what is delivered to them by small-scale enterprises.	13 (16)	47 (58)	- -	14 (18)	6 (8)	80 (100)
iii.	Technological Advancement help small-scale enterprises to reach out to their customers and measure the service experience.	32 (40)	28 (34)	2 (3)	16 (20)	2 (3)	80 (100)

Source: Field Survey – 2021.

From table 8 above, on whether Technological Advancement helps customers to compare what is delivered with what is expected from small-scale enterprises, 26 respondents representing 33% strongly agreed, 35 respondents (44%) agreed, 7 respondents (9%) were indecisive, 9 respondents (11%) disagreed while 3 respondents (4%) strongly disagreed. On whether Technological Advancement helps customers to communicate their experience of what is delivered to them by small-scale enterprises, 13 respondents (16%) strongly agreed, 47 respondents (58%) agreed, 14 respondents (18%) disagreed while 6 respondents (8%) strongly disagreed. Also, on whether Technological Advancement help small-scale enterprises to reach

out to their customers and measure the service experience, 32 respondents (40%) strongly agreed, 28respondents (34%) agreed. 2 respondents (3%) were indecisive, 16 respondents (20%) disagreed while 2 respondents (3%) strongly disagreed. In table 8, majority of the respondents agreed to the measured dimensions. This shows that technological advancement has significant relationship with service

experience.

Table 9: Technological Advancement and Service Outcome

S/N	Statement	Number of response and Percentage (%)					
		SA	A	U	D	SD	Total
i.	Technological Advancement helps customers to benefit from the services delivered by small-scale enterprises.	19 (24)	30 (38)	11 (13)	12 (15)	8 (10)	80 (100)
ii.	Technological Advancement helps customers to measure benefit with cost of service delivery from small-scale enterprises.	24 (30)	36 (45)	4 (5)	7 (9)	9 (11)	80 (100)
iii.	Technological Advancement helps customers to identify the inherent benefits in the service weighed against the cost of the service.	8 (10)	28 (35)	15 (19)	25 (31)	4 (5)	80 (100)

Source: Field Survey – 2021.

From table 10 above, on whether Technological Advancement helps customers to benefit from the services delivered by small-scale enterprises, 19 respondents representing 24% strongly agreed, 30 respondents (38%) agreed, 11 respondents (13%) were indecisive, 12 respondents (15%) disagreed while 8 respondents (10%) strongly disagreed. On whether Technological Advancement helps customers to measure benefit with cost of service delivery from small-scale enterprises, 23 respondents (30%) strongly agreed, 36 respondents (45%) agreed, 4 respondents (5%) were indecisive, 7 respondents (9%) disagreed while 9 respondents (11%) strongly disagreed. Also, on whether Technological Advancement helps customers to identify the inherent benefits in the service weighed against the cost of the service, 8 respondents (10%) strongly agreed, 28 respondents (34%) agreed, 15 respondents (19%) were indecisive, 25

respondents (31%) disagreed while 4 respondents (5%) strongly disagreed. In table 9, majority of the respondents agreed to the measured dimensions. This shows that technological advancement has significant relationship with service outcome.

Findings

Findings from the measured dimensions on table 7, majority of the respondents agreed that technological advancement has significant relationship with service delivery. Result from the measured dimension on table 8 shows that majority of the respondents agreed that technological advancement has significant relationship with service delivery. In addition, the measured dimension on table 9, shows that majority of the respondents agreed that technological advancement has significant relationship with service outcome.

Study limitation and Conclusion

In the process of this study, there search encountered some challenges that were likely to affect the overall outcome of this work. These problems include: insufficiency of data, due to the inability to access the required enterprises for collection of necessary data and the uncooperative attitude of respondents to provide information thinking this will expose their organizations. Time pressure was another constraint because the researcher combined the study with his primary office duties. However, the researcher did not allow these challenges to affect the outcome of the study anyway. Based on the findings of this study the researcher concludes that: (1) Technological advancement has significant relationship with service operation (2) Technological advancement has significant relationship with service experience. (3) Technological advancement has significant relationship with service outcome.

Recommendations

Based on the finding of this study, the following recommendations were made: That small scale enterprises should understand that technological advancementhas come for good, to help them effectively improve on their service delivery to customers especially in the way in which the

service is delivered (service operation), the customer's direct experience of the service (service experience) and the benefits and results of the service for the customer or clients (service outcome), they should as well understand that technological advancement helps them assess the benefits the customer perceives as inherent in the service weighed against the cost of the service.In addition, for the fact that innovation and technology are the key elements of sustainable economic growth in today's global economy, it is impossible to survive in such a tough competitive environment without making sufficient level of investments in technology and innovation.

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