E-Business and Organizational Performance: A Focus on Selected Service Industries in Nigeria

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***Abstract:* - This study examined the impact of e-business and organizational performance in selected service industry in Nigeria. The broad objective of the study is to assess the impact of e-business adoption on organizational performance. The specific objectives were to: examine the nature of relationship between e-business service delivery and organizational performance; and to determine the nature of relationship between customer satisfaction in e-business and organizational performance. Two hypotheses were formulated to guide the study. Survey research design was adopted for the study. The population of the study was 839 employees of the selected companies in Lagos State. Validated questionnaire was administered to 270 respondents from which 202 correct responses were analyzed using descriptive and inferential statistics (Spearman Rank Correlation Coefficient). The research findings revealed that there is a positive and significant relationship between service delivery in e-business and organizational performance. It was also found that there is a positive and significant relationship between Customer satisfaction in e-business and organizational performance. Based on the findings we concluded that, E-business has impact on organizational performance in service industries in Nigeria. It was recommended among others that management should ensure service delivery are effective and there should be room for feedback to know where they didn't do well, as it will enable the organization to be more effective.**

***Keywords:* E-business, organizational performance, customer satisfaction**

I. INTRODUCTION

Among the most powerful forces affecting the world economy and business today is the substantial increase in globalization aid through the use of Information and Communications Technologies (ICTs). Many authors have express that e-business provides many opportunities to create better business economics (Poon, and Swatman, 1999) and some have gone as far as indicating that e-business is the "great equalizer" (Quinn, 2018). If these statements are true then it would mean that businesses should be receiving some sort of benefit from the implementation of these practices. The ability of the World Wide Web (WWW) to facilitate communication has triggered the need for businesses to think about new ways of conducting their affairs (Herbig and Hale, 1997; Pattinson and Brown 1996; Hamill, 1997). As the medium has been suffering from substantial hype, it would appear that business operators have been reluctant to participate in the e-commerce environment, although various researchers are predicting phenomenal growth in the near future. If the existing ratio between business to consumer (B2C) and business to business (B2B) markets holds in the "new economy" then it is expected that the (B to B) market should be 100 times larger than the (B2C) market (Caralli, 2018). Against this background of uncertainty and potential is an opportunity to conduct extensive academic research into e-business from the perspective of the B2B operation. This paper explores current theory on B2B transactions in the "old economy" and then translates them into an e-business setting.

These translations are then examined for their likely impact on businesses that adopt the "new economy" approach in their activities. The World Trade Organization (WTO) defines E-business as ".the production, distribution, marketing, sale or delivery of goods and services by electronic means" (Baker & McKenzie 2001 cited Kaynak et al 2015). Shultz and Baumgartner (2001) define the concept as: "the buying and selling of information, products, and services via computer networks". As there are no commonly agreed to definitions of E-business for E-business, the definition provided by Globerman et al (2001 cited Kaynak et al 2015) will be adopted in this paper, viz., "any economic transaction where the buyer and the seller come together through the electronic media of the Internet, form contractual agreement concerning pricing and delivery of particular goods and services and complete the transaction through the delivery of payments and good or service as contracted". However, the definition by Kalakota and Whinston (1997) has four distinguishing perspectives. They include (1) Communication perspective – E-Business is the delivery of information, products/services or payments over telephone lines, computer networks or any other electronic means; (2) Business process perspective – E-Business is the application of technology towards the automation of business transactions and workflows; (3). Service perspective – E-Business is a tool that addresses the desire of firms, consumers and management to cut service costs while improving the quality of goods and increasing the speed of service delivery; and (4) Online perspective – E-Business provides the capacity to buy and sell products and information on the Internet as well as other online services.

Statement of the Problem

E-business is an emerging concept in the Nigerian business environment let alone in her retail supply chain management. As supply chain complexity and integration demands grow, disparate systems and manual information management must be eliminated. The e-business arena is enabling firms to rethink their supply chain strategies and explore new avenues of inter-organizational cooperation. Greater and more intense competition and global value chains are leading to substantial shifts in what is expected of the business function. In a bid to improve profitability and efficiency, retailers are seeking ways to reduce costs, improve efficiency and customer service through efficient e-business management.

Harris, (2019), noted that establishing partnerships with customers and suppliers; establishing e-business supply lines; creation of enterprise-wide resource planning systems to coordinate supply chain activities and lowering inventory levels while increasing availability are some of the key strategic considerations that business management executives must critically consider. Streamlining cross company processes is the great frontier for reducing costs, enhancing quality and speeding operations. The demand management process needs to balance customer's requirements with the firm's supply capabilities. Therefore, this study seeks to find out if technology or e-business adoption improves the performance of businesses. The research covers a broader perspective of e-business management and progressively narrows the scope to retail operations in the Nigerian context.

Objectives of the Study

The broad objective of the study is to assess the impact of e-business adoption on organizational performance. The specific objectives are;

1. To examine the nature of relationship between e-business service delivery and organizational performance.
2. To ascertain the nature of relationship between customer satisfaction in e-business and organizational performance.

Hypotheses

Ho_1: There is no positive and significant relationship between e-business service delivery and organizational performance.

Ho_2: There is no positive and significant relationship between customer satisfaction in e-business and organizational performance.

II. REVIEW OF RELATED LITERATURE

Today's world is a world of information technology and Beauty, ie the age of globalization, tremendous progress in science and technology have brought changes into the world of trade, commerce, banking & marketing. Electronic commerce expands the marketplace to national and international markets. It decreases the cost of creating, processing, distributing and retrieving paper based information. The Importance of E-business is very wide because it reduces the transaction cost (Caralli, 2018). Reduced transaction cost leads to consumer empowerment. In short E-Commerce is bringing about a very big change in commerce and marketing. E-Business is the process of buying and selling or exchanging of product, services and information via computer networks including the internet. It is the application of technology toward the automation of business transaction and work flow. It is the delivery of information; Products, Services, or payments over telephone lines, computer network, or another electronic means. It is a tool that addresses the desire of firms, consumers and management to cut service costs while improving the speed of service delivery (Quinn, 2018). Electronic commerce (e-commerce) remains a relatively new, emerging and constantly changing area of business management and information technology.

There has been and continues to be much publicity and discussion about e-commerce. For the purpose of clarity, the distinction between e-commerce and e-business in this study is based on respective terms commerce and business. Commerce is defined as embracing the concept of trade, 'exchange of merchandise on a large scale between different countries'. By association, e-business can be seen to include the electronic medium for this exchange. Thus electronic commerce can be broadly defined as the exchange of merchandise (whether tangible or intangible) on a large scale between different countries using an electronic medium – namely the Internet (Hamill, 1997). The implications of these are that e-commerce incorporates a whole socio-economic, telecommunications technology and commercial infrastructure at the macro-environmental level. All these elements interact together to provide the fundamentals of e-commerce. Business, on the other hand, is defined as 'a commercial enterprise as a going concern'. E-business can broadly be defined as the processes or areas involved in the running and operation of an organization that are electronic or digital in nature. These include direct business activities such as marketing, sales, human resource accounting and human resource management but also indirect activities such as business process re-engineering and change management, which impact on the improvement in efficiency and integration of business processes and activities.

The Importance of Electronic Business

Electronic business has made an impact on virtually every business after years of exploration. Online booksellers and music stores such as Amazon, Barnes and Noble, and Borders, to name a few, have connected with a significant consumer segment. Traditional retailers such as Wal-Mart have established an on-line presence, and the personal computer industry exemplifies a range of business models on the World Wide Web: from simple distributors-integrator-catalog models such as NECX, Micro warehouse, and PCMall to make-an order from PC manufacturers such as Dell and

Gateway. Even on-line groceries shopping which was originally being thought of as not likely to bloom has become common enough to attract $456 million in gross revenues for 1998 (Kirsner, 1999). And banking, taking full advantage of the information flow through the World Wide Web (WWW), has practically extended most of its function in Internet. However, conducting business on-line does not necessarily guarantee savings or better services, nor does it guarantee competitiveness. Rapid-growing technology and technology adoption makes estimates understanding of the web-enhanced capabilities difficult. Fundamental changes in competition, strategy, information structure, and organizational design represent some of the probable changes this medium will inevitably bring. Moreover, there also exist urgent needs for greater speed and efficiency, corporate decentralization, incentives to control purchasing costs, and the growth in electronic commerce.

Reasons for Participation in Electronic Business

One may ask, what are the competitive advantages E-Business can provide that traditional firms don't enjoy? In response to the question; Watson, Richard, Sigmund Akselsen, and Leyland Pitt in (1998), came up with reasons to participate in electronic business; to reduce search and transactions costs, promote the image of a leading-edge corporation and increase visibility, improve customer service, enable market expansion, lower stakeholder communication costs through on-line transactions and global information distribution. In line with Watson *etal* view in (1998); Ghosh (1998) identifies four opportunities created by electronic business. Each opportunity explains feasible and compelling need for electronic business: (1) establishing direct links with customers: simple activities include on-line ordering, providing new services; benefits for firms include lower interaction (operating) costs, developing loyalty; and benefits for customer include speed, lower cost, and availability of valuable information. (2) Circumventing other members of value chain: sample activities include ordering on-line from source with both physical and virtual resources; benefits for the firms include reducing nodes in information and material flow in supply chain; and benefits for customers include lower cost, valuable information, and customization. (3) Developing new products and services: sample activities include creating new product/service by the aid of Internet; benefits for the firms include building loyalty, better use of resources; and benefits for customers include, again, lower cost, speed, valuable information, customization, and integrated offerings. (4) Becoming the dominant electronic presence within an industry: sample activities include becoming the pioneers in the industry to provide e-channels; benefits for the firms include superior competitive position from scale, scope, and integration; and benefits for customers include cost, speed, valuable information, and market dominance.

The Barriers of E-Business

The drivers of e-business identified and summarized barriers to the growth and development of e-business. Numerous reports and surveys of Elizabeth and Grandona in (2014) identify the different kinds of barriers, and many of them focus on security as being one of the largest inhibitors to and problems for e-business. Different nations are at different stages of development of e-business and as such the issues that are relevant to one nation may not be relevant to another. Similarly, issues that are relevant to different organizations also differ. Furthermore, all kinds of organizations have similar barriers but with different emphases for discuss as follows; Commercial Infrastructure - relates to issues such as international trade agreements, taxation laws and other legal agreements that facilitate all kinds of on-line trading and so is a barrier relevant to all types of businesses; Technology Infrastructure - deals with issues of standardization of systems and applications, which is a particular concern for larger organizations who want to implement solutions such as value chain integration and e-supply chain management; Internet Infrastructure - deals with issues such as availability and quality of the Internet in terms of speed and reliability. This barrier is of particular concern to Business to Consumer organizations, since their business relies more on general consumers, and so the ease with which the general public can connect to the Internet has a direct impact on their Web-based business;

Security -In its broadest term is one of the most significant barriers to e-commerce both within the organization and external to it. Identified as Security and Encryption; Trust and Risk; User Authentication and Lack of Public Key Infrastructure; Fraud and Risk of Loss - relates to the development of a broader security infrastructure and it also relates to the kinds of measure barriers to e-commerce businesses can take to improve security; Inter-operability of systems - is identified as one of the major barriers for large US based Business to Business corporations. This refers specifically to implementation and compatibility problems of integrating new e-commerce applications with existing legacy systems and resources within organizations. This problem also extends to interacting with systems of business partners and stakeholders (Fang Wu, 2003). Lack of qualified personnel - is a strong concern to organizations because internally they do not have sufficient resources to attract and maintain their own support staff to develop a sophisticated technology infrastructure. With regards to third parties, the qualified personnel tended to work for larger organizations.

The Impact of Electronic Business on Performance

E-Commerce and E-Business are not solely the Internet, websites or dot com companies. It is about a new business concept that incorporates all previous business management and economic concepts. As such, E-Business and E-Commerce impact on many areas of business and disciplines of business management studies. Some of the impact of e-business as stated by Chen (2018) includes: Management Information Systems Analysis, design and implementation of e-business systems within an organization; issues of integration of front-end and back-end systems; Human Resource Management - Issues of on-line recruiting, home working and entrepreneurs works on a project by project basis replacing permanent employees; Finance and Accounting -on-line banking; issues of transaction costs; accounting and Auditing implications where intangible assets and human capital must be tangibly valued in an increasingly knowledge based economy (McLean, 2004).

Economics - the impact of e-commerce on local and global economies; understanding the concepts of a digital and knowledge-based economy and how this fits into economic theory; Production and Operations Management; the impact of on-line processing has led to reduced cycle times. It takes seconds to deliver digitized products and services electronically; similarly the time for processing orders can be reduced by more than 90 per cent from days to minutes (Chen, 2018). Production systems are integrated with finance marketing and other functional systems as well as with business partners and customers; Marketing – Issues of on-line advertising, marketing strategies and consumer behavior and cultures. One of the areas in which it impacts particularly is direct marketing. In the past this was mainly door-to door, home parties and mail order using catalogues or leaflets but today Computer Sciences development of different network and computing technologies and languages to support e-commerce and e-business, for example linking front and back office legacy systems with the 'web based' technology has made it easier.

III. THEORETICAL FRAMEWORK

The Technology Acceptance Theory/Model

The Technology Acceptance Model (TAM) by Fred Davis (Davis, 1989) have two constructs that are similar to DOI constructs. It models how users come to accept and use a technology. The two constructs of TAM are perceived usefulness (PU) or the degree to which a person believes that using a particular system would enhance his or her job performance and Perceived ease-of-use (EOU) or the degree to which a person believes that using a particular system would be free from effort. Perceived usefulness in TAM is equivalent to Rogers' relative advantage in DOI while perceived ease of use is equivalent to complexity (EOU suggests that low cognitive effort is required for using the innovation, whereas complexity connotes the opposite). The importance of perceived ease of use and perceived usefulness/benefits/relative advantages in adoption of electronic business has been identified an important factor influencing adoption of innovation (Chong and Pervan, 2007; Mehrtens et al., 2001; Grandon and Pearson, 2004). The DOI theory also found that individual characteristics, internal characteristics of organizational structure, and external characteristics of the organization are important antecedents to organizational innovativeness.

Empirical Studies

Muhammad Mehtab Azeem, Akin Marsap and Abdul Haseeb Jilani (2015) researched on the Impact of E-Commerce on Organization Performance: Evidence from Banking Sector of Pakistan. The study seeks to measures the impact of e-commerce (B2B, B2C, C2C) on organization performance (Business operation, Job performance, Customer satisfaction).The sample of this research is collected from the banking sector of Pakistan by using 50 samples filling online from the period 2012 to 2013. The researcher made use of the Pearson correlation coefficient. The results of the study revealed that there is positive relationship between e-commerce and organization performance and by implementing e-commerce; organizations improve its performance in terms of business operations, job performance and customer satisfaction.

Angel and Pedro (2005) Examined e-business impact on firm performance through website analysis. The broad objective of the study was to develop a framework differentiating three dimensions in e-business: e-information, e-communication and e-workflow. The methodology employed (web content analysis on the company's website) allows evaluation of these e-business dimensions. The main research objective is directed to an examination of the relationship between e-business and firm performance. Additionally, differences in the adoption of e-business according to business size are evaluated. To achieve these objectives, a sample comprising 288 firms from the Region of Murcia, Spain was employed. The results show a positive relationship between e-business and firm performance. In contrast, the results confirm that e-business is not related to business size.

Nour (2015) carried out a study on the Impact of E-commerce on Organizational Performance: in Jordanian Insurance Companies. The objectives of the study are to investigate the concept of E-commerce and organizational performance, and examine the impact of E-commerce on organizational performance in Jordanian insurance companies. The population of the study includes all insurance companies in Jordan, a sample of (100) accountant based on (8) branches of insurance companies in Amman city was selected randomly for the purpose of this study. The study instrument is the questionnaire. The study found that there are positive attitudes towards E-commerce because their mean are greater than the standard mean. The study also rejects hypotheses: Ho: There is no statistical significant relationship between E-commerce and organizational performance in Jordanian insurance companies. The study recommended that insurance companies should improve their company's computer and information needs in order to use E-commerce, and insurance companies should increase their attention for application of E-commerce.

Sadi-Nezhad (2017) carried out a study on measuring the effect of e-business on organizational performance in project based organizations. The broad objective of the study was to measure the effect of this new facility on supply chain in project based organizations. This study performs a study to measure the indirect effect of e-business on project based organizational performance. The proposed study of this paper designs a questionnaire and distributes it among 140 professional experts in different industries in province of Ontario, Canada. The survey examines different hypotheses for a possible correlation between e-business and integrated suppliers, e-business and customers, integrated customers and suppliers with organizational performance. The results of this survey indicate a positive relationship between all these components either directly or indirectly.

Hu, Jianzheng and Yang (2012) studied the Impact of E-Commerce on Organizational Performance: The Role of Absorptive Capacity and Integrative Capability. This study examines how e-commerce creates value for firms from the perspective of dynamic capability theory. A theoretical model is proposed and tested using structural equation modeling techniques based on survey data collected from firms that have been using e-commerce in their operations for an average of 4 years and have more than 25% of sales or procurement via e-commerce channels. We find that top management participation is a key contributor to the development of a firm's potential and realized absorptive capacities. These two forms of absorptive capacity in turn contribute to the firm's integrative capability, theorized as a form of dynamic capability, which then impacts the firm performance indicators. Different contributions of the two absorptive capacities are delineated, so are the effects of top management on the absorptive capacities.

IV. METHODOLOGY

As a result of the nature of the study, this study adopted the survey design. Questionnaire was used to generate relevant data that addressed the objectives of the study. The survey method used in this study was characterized by personally designed and administered questionnaire. The population of this study consisted of staff of Konga.com and Jumia in Lagos which gave the researchers 444 and 395 staff respectively. With the 839 employees as the study population, the Taro Yamane formula as quoted in Alugbuo (2005) was used to determine the sample size which was 270. The study made use of proportional sampling technique by Browley as cited by Agu (2013) and purposive sampling technique. The proportional sampling technique enabled the researcher to determine how many copies of the questionnaire to be administered to each strata. To test for the reliability of the instrument, the researcher adopted Cronbach alpha which measures the internal consistency of the test instrument.

Table 3.2: Reliability Test of the Various Constructs

S/N	ELEMENTS	LOADING	ITEMS	CRONBACH ALPHA
1	Customer Service Delivery	0.750	3	0.866
2	Customer Satisfaction	1.000	3	0.982

Source: SPSS Output, 2019

Again, Spearman Rank Correlation Coefficient in SPSS (statistical package for social sciences) was used in testing of the hypotheses.

V. RESULT

A total of 270 copies of the questionnaire were distributed to employees of the two selected e-business companies in Lagos State. 53% (143 copies) was distributed to Konga, while 47% (127 copies) was distributed to Jumia. Out of the total distribution, 202 copies, where retrieved and found useful for analysis.

Table 1 Responses of the Respondents

S/N	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Total (%)
1.	E-business strongly affect customer satisfaction in your organization	131 (65)	41 (20)	21(10)	7 (3)	4 (2)	**202 (100)**
2.	There is a significant relationship between e-business and service deliveries in your organizational Performance	117 (58)	55 (28)	19 (9)	07 (3)	04 (2)	**202 (100)**
3.	There is a relationship between customer satisfaction and organizational performance of selected service industry in Nigeria	98 (48)	27 (14)	41 (20)	23 (11)	13 (7)	**202 (100)**

Source: Field Survey, 2019

Information in table 4.3 shows that 131 (65%) respondents, 41 (20%) respondents, 21 (10%) respondents, 7 (3%) respondents and 4 (2%) respondents strongly agreed, agreed, were indifferent, disagreed and strongly disagreed respectively, that E-business strongly affect customer satisfaction in the organization. Moreover, 117 (58%) respondents, 55 (28%) respondents, 19 (9%) respondents, 7 (3%) respondents and 4 (2%) respondents strongly agreed, agreed, were indifferent, disagreed and strongly disagreed respectively, that there is a significant relationship between e-business and service deliveries in organizational performance. On the other hand, 98 (48%) respondents, 27 (14%) respondents, 41 (20%) respondents, 23 (11%) respondents and 13 (7%) respondents strongly agreed, agreed, were indifferent, disagreed and strongly disagreed respectively, that there is a relationship between customer satisfaction and organizational performance.

Test of Hypotheses

In order to test inferentially the effect of E- business on organizational performance, the study conducted hypotheses test and the result is presented below:

Hypothesis one

Table 2 Spearman's rho correlation result for the relationship between service delivery in e-business and organization performance

Correlations

			Organizational performance	Service delivery
Spearman's rho	Organizational performance	Correlation Coefficient	1.000	.967**
		Sig. (2-tailed)	.	.000
		N	202	202
	Service Delivery	Correlation Coefficient	.967**	1.000
		Sig. (2-tailed)	.000	.
		N	202	202
		Sig. (2-tailed)	.000	.000
		N	202	202

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

Table 2 shows (correlation coefficient = .967; and P < 0.05) which indicates a strong level of significant relationship; between service delivery and organizational performance (correlation coefficient = .907; and P < 0.05). Also, the relationship between service delivery and organizational performance was positive. This implied that the more the organization service delivery increases positively, the more the organizational performance will increase positively. The results also show that the (P < 0.05). Therefore we reject the null hypothesis and accept the alternate. This shows that there is a positive and significant relationship between service delivery in e-business and organizational performance in service industries in Nigeria.

Hypothesis two

Table 3 Spearman's rho correlation result for the relationship between customer satisfaction in e-business and organizational performance

Correlations

			Organizational Performance	Customer satisfaction
Spearman's rho	Organizational performance	Correlation Coefficient	1.000	.837**
		Sig. (2-tailed)	.	.000
		N	202	202
	Customer satisfaction	Correlation Coefficient	.837**	1.000
		Sig. (2-tailed)	.000	.
		N	202	202
		Sig. (2-tailed)	.000	.000
		N	202	202

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

Table 3 shows (correlation coefficient = .837; and P < 0.05) indicates strong level of significant relationship; between Customer satisfaction and organizational performance (correlation coefficient = .837; and P < 0.05). Also, the relationship between customer satisfaction and organizational performance was positive. This implies that the more satisfied customers of organizations that practice e-business are, the more the performance of the organization. The results also show (P < 0.05). Therefore we reject the null hypothesis and accept the alternate. This shows that there is a positive and significant relationship between Customer satisfaction in e-business and organizational performance in service industries in Nigeria.

VI. DISCUSSION OF FINDINGS

The study revealed that there is a positive significant relationship between service delivery in e-business and organizational performance. This finding correlates with the finding of the study carried out by Angel and Pedro in (2005) and that of Hu, Jianzheng and Yang in (2012). It was also found that, there is a positive and significant relationship between customer satisfaction and organizational performance in service industries in Nigeria. The founding is in arrangement with the outcome of the study carried out by Sadi-Nezhad in (2017) and that of Muhammad, Mehtabazeem, Akin Marsap and AbdulHaseeb in (2015).

VII. CONCLUSION

Based on the findings of the study the researchers concluded that E-business has impact on organizational performance of service industries in Nigeria.

VIII. RECOMMENDATIONS

1. The study recommend that the management should endeavor to enhance service delivery that is been rendered are effective and there should be room for feedback to know where they didn't do well, as it will enable the organization to be more effective.
2. It was also recommended that organization should hear the opinion of their customers pertaining to how satisfied they are with services rendered to them.

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