Global Scientific JOURNALS

GSJ: Volume 9, Issue 3, March 2021, Online: ISSN 2320-9186
www.globalscientificjournal.com

Technology Orientation and its impact on Consumer Repurchasing Intention: With evidence from Modern Trade Industry in Colombo, Sri Lanka

Oshan N.N. Liyanage

Doctoral Student of Business Administration, University of Kelaniya, Sri Lanka

Prof Wanninayake W.M.C. Bandara,

Senior Lecturer, University of Kelaniya, Sri Lanka

Dr C.N. Wickramasinghe,

Senior Lecturer, University of Kelaniya, Sri Lanka

Correspondence: Oshan Liyanage Tel: 94-07-7252-6446 Email: oshannl@gmail.com

Abstract

Firms are forced to stay closer to consumers and have close communication with them in order to establish lasting relationships. Organizations use Technology Orientation to stay closer to the consumer and gather information to make sound decisions. Within the Modern Trade Industry in Sri Lanka we can see the organizations using Technologies but if they are integrating different aspects of Technology Orientation to drive the organizational strategy remains at question. Further firms initiate efforts to enhance Consumer Repurchasing Intention so that they can have closer relationships with customers. However if firms are using Technology Orientation as a tool to enhance Consumer Repurchasing Intention also remains at question. Therefore this study was conducted using a deductive methodology to investigate the impact that Technology Orientation have upon Consumer Repurchasing Intention among the Modern Trade customers in Colombo, Sri Lanka. Technical Capability, Learning Capability, Learning Environment, Commitment to Change and Management Capability were used as Independent Variables and Consumer Repurchasing Intention was identified as the Dependent Variable. Data collection was done using a questionnaire involving 26 Modern Trade Consumers in Colombo, Sri Lanka. Data were analyzed using IBM SPSS Version 26. Data were normally distributed, reliable with a strongly positive, significant correlation. Linier Regression results proved that there is a 93.2% impact that

Technology Orientation have upon Consumer Brand Equity. All five hypothesis were accepted and the model was proved fit but only Learning Environment and Commitment to Change were found to be significantly influencing Consumer Repurchasing Intention. Hence authors recommend creating Learning Environments and Establishing Change effectively to enable Technology Orientation within the Modern Trade Companies in Colombo, Sri Lanka to enhance Consumer Repurchasing Intention. Authors also recommend future researchers to investigate the impact, Innovations have upon Consumer Repurchasing Intention within the Modern Trade Industry in Colombo, Sri Lanka

Keywords: Commitment to Change, Consumer Repurchasing Intention, Learning Capability, Learning Environment, Management Capability, Technical Capability, Technology Orientation.

1.0 Introduction

With technologies creating new disruptive platforms across multiple channels of trading, firms are increasingly using technologies to get closer to its customers by gathering information about them. Organizations use such information with the idea of generating value to retain the customer in the long-term. Technology Orientation has been researched and practiced broadly, especially with the emergence of 4th Industrial Revolution. Industrial Revolutions is an enhancement which drastically revolutionized people and global economies (Schultz, Pennington, Tesar, & Bittar, 1977). In the 4IR business models and strategies are challenged with waves of disruption. Digitalizing documentation, digitalized data, pictures, audio, personally identifiable information, social media information and almost all of them has been a vital spectacle happen in the last 10 years (Mckenzie, 2017) Digital Technology Transformations can basically change the conventional organizational strategy by offering flexible, scattered, business functions and global organizational processes permitting business activities to be conducted without the barriers of geography, difference in time and task (Bharadwaj, El Sawy, Pavlou, & Venkatraman, 2012). Technologically driven software can enhance organizational efficiency and productivity while allowing the firm to save costs and provide up to date insights to make sound decisions (Halac, 2015).

Within the Modern Trade Industry, the level of competition has been intense in more developed countries like USA where virtually dominant Amazon competes with physically dominant Walmart. Amazon's retail groceries were found in year 2006 where they started selling products against heavy rivalry from the likes of Walmart as well as Kroger (John Wells, Benjamin Weinstock, Galen Danskin, 2019) This study however focuses on Technology Orientation within the Modern Trade Industry within Colombo, Sri Lanka where

all most all the major Modern Trade players have embraced technology to some extent. While all Modern Trade stores have its own approach in connecting with consumers, not all of them are utilizing technology to the same extent. However they all seems to have a hold over its consumer base in their unique ways. For instance Cargills Supermarkets have aligned its value generation through backward integration where they go to the farmers to collect fresh produce while having a strong distribution channel to reach consumers (Cargills Ceylon, 2020) Though Cargills have an online shopping facility for its consumers, there is no indication of them embracing advanced analytics in their annual report which they disclose to public. On the other hand when shoppers are beginning to shop using online shopping, Keells Supermarkets have been unable to cater the sudden demand in alternative platforms. To overcome that they have increased focus on online platforms by focusing more on multi-channel marketing (JKH, 2019). What is vital with Keells is that they have identified the problem of not having enough focus on alternative shopping channels while they are willing to revisit there business model. In the case of Keells they have gone to plan for a better future in digital mediums. Keells have designed business intelligence analytics using the loyalty customer database that contains more than 1.3 million consumers and there shopping information (JKH, 2019). Sathosa, Cargills, Keells, Arpico, Laugfs, Glowmark and Spar all have online shopping capability enabled towards there consumers. However if they have assigned strategic priority to their Technologically powered shopping remains unclear in the publically available data, other than Keells Super whom have planned to deploy advanced analytics in there last annual report published in March 2020. What that shows is that different supermarket chains stand in different positions when it comes to deploying technology in getting connected to their consumers. Prior research argues that when youngsters have a better spending power, the chances of using technology-based shopping applications will become common and firms have to keep an eye on this regard (Liyanage & Wijesundara, 2020). What that suggests is that firms like Keells whom are getting ready to embrace advance analytics might have an edge over its rivalry in the future. There are consumers who believe that technologically driven shopping experiences can enable offering products or services at a reduced cost with enhanced convenience (Liyanage & Wijesundara, 2020) Consumers will take time to develop a degree of trust with novel technological platforms but consumers will eventually carry on using the novel technologies to buy products once they trust them and feel good about them (Liyanage & Wijesundara, 2020). Based on the above it seems vital for firms to embrace technology driven platforms to get closer to there customers.

Similarly firms are increasingly focusing on enhancing Consumer Repurchasing Intention by getting closer to the consumers and getting to know them better. The idea is to keep

engineering new values to the consumers so they will continue to remain attached to the brand. In the current day retailers look to offer unique shopper value by enriching consumer expectations placed upon a brand. (Wanninayake & Chovancová, 2012). Shopping goes beyond a mere activity of selecting items or value added services to experiencing a social activity. Such instances have provided retailers a chance to separate there company from the rivalry by introducing retailing atmospheres that enhances consumer experiences (Terblanche, 2018). If companies become innovative they will surely have an advantage when associating with their consumers. In fact majority of innovation of late happens to be technologically supported innovations (Liyanage, O. N. N, & Wanninayake, 2021)

Market-oriented companies and technology-oriented companies have a common liking towards implementing new ideologies. However market-oriented companies like concepts that becomes a solution to a consumer problem while technology focused companies try to promote the best available technologies (Zhou, Yim, & Tse, 2005) When technology-driven shopping platforms engineer the right values to its consumers, these technologies and platforms will have greater acceptance (Liyanage & Wijesundara, 2020) In the recent past we have seen significant changes taking place within consumer retailing with novel strategies for retail being implemented due to evolving consumer behavior (Wanninayake & Chovancová, 2012). However little emphasis has been made to see if Technology Orientation has an impact on Consumer Repurchasing Intention. Consumer are left with many choices. Hence what is vital for organizations today is engineering value to the current customer base, while taking firms actions to enhance their repeat purchases more than trying new find new consumers (Yan, Wang, & Chau, 2015)

Purpose of this investigation is to investigate and find if there is a relationship between Technology Orientation and Consumer Repurchasing Intention within the modern trade industry in Colombo, Sri Lanka. Reason for investigating this concept within the selected context is due to the high level of consumer brand interaction that takes place within the modern trade industry, in Colombo, Sri Lanka. Since Technology finds efficient ways to reach and connect with customers, it would be worthwhile to investigate of if Technology Orientation can impact Consumer Repurchasing Intention. Therefore authors wish to investigate the impact Technology Orientation has on Consumer Repurchasing Intention. Technology Orientation will be investigated in terms of Technical Capability, Learning Capability, Learning Environment, Commitment to Change and Management Capability. By doing so authors believe that firms can identify the Concept of Technology Orientation and how such technologically powered platforms can harness the Consumer Repurchasing Intention with the short-term intention of increasing consumer brand interaction, medium-

term intention of increasing consumer brand association, long term intention of having sustainable growth and to enjoy the increased lifetime value of each customer.

2.0 Literature Review

During the course of this investigation, researches wish to review previous research conducted and see how Technology Orientation can be successfully executed. Researchers will also review literature on Consumer Repurchasing Intention. Eventually researchers wish to see if Technology Orientation can impact Consumer Repurchasing Intention which would bring newness to the knowledge base.

2.1 Technology Orientation

In this knowledge-based era, power of an enterprise is decided upon its capability to make use of people and technologies (Stiles, 2006) Past studies have looked into the relationships that technology orientation has with company performance by trying to analyze financial investments made towards technologies and its return on investment (Hunter & Perreault, 2006) Davis discovered Technology Adaptation Model in 1986. It looks at personal embracement of technologies. This can be tested with large populations and with different types of technologies quite effectively (Davis, Bagozzi, & Warshaw, 1989). According to Technology Adaptation Model, being useful and being easy to use are very vital in accepting a computerized system (Davis et al., 1989) However, Technology Orientation goes beyond mere Technology Adaptation. To enable Technology Orientation organizations need Introduce new products, improve existing products, invest on research and development, embrace latest technical resources, efficiently launch their products and should look to align their products with technologies (Lei, Wu, & Fu, 2019) Further researchers argue that Technology Orientation can be described by firms concentration on Research and Development activities, adoption of latest technological enhancements and to what extent they deploy such Technologies (Halac, 2015) Technologically driven organizations are supportive towards research and development, they obtain latest technologies and eventually they implement such technologies (Zhou et al., 2005). Technology Oriented companies tend to make a pioneering presence by trying to become the first to deploy novel technologies or deploy technologically driven products as well as services to the open marketplace (Heydenrych, 2015) Different to manual systems, computerized systems need management staff and industry professionals to work with such systems. Technology Orientation is made of senior managerial capabilities, technical capabilities, determination towards learning new things and commitment towards changing existing ways (Halac, 2015).

Above denotes that having the need to implement technologies alone can't make the firms deploy them. To deploy technologies, organizations need to embrace Technological

Capabilities by conducting Research and Development initiatives, by discovering new technologies and by creating the environment to implement such technologies. Technology Orientation is therefore a much broader concept than Technology Adaptation but most researchers have spent time investigating Technology Adaptation than Technology Orientation. It also suggests a good integration among Technical Capabilities, Learning Capabilities, Learning Environment, Commitment to Change and Management Capabilities can greatly help enable Technology Orientation.

When people accept technologies, individual level of innovation, approach towards novel technology deployments and the environment to deploy new technologies remain significant (Hunter & Perreault, 2006). A firm's ability to learn is a great instrument in generating value added, uncommon yet unique features by creating a positive experience that allows repeat purchasing (Halac, 2015). Research indicates that firm's ability to learn can permit firm's to integrate multiple orientation in harnessing firm's functionality (Hakala & Kohtamäki, 2011) Within a learning organization there are ways to obtain new knowledge, distribute such new knowledge, they share individual understandings upon such new knowledge and harness the company knowledge bank (Zhou et al., 2005) If a firm is design as a learning organization, it can integrate marketing and technology orientations with other strategic orientations well. Point to note is that if a company has greater ability to learn they tend to look at the firm and the marketplace with a broader mindset (Hakala & Kohtamäki, 2011) Consumer acceptance of technology refers to how an organization meets customer's requirements using deployed technologies. Supposing a salesman provide consumer a list of benefits and expenses associated with a product they sell using a technology, then customer would value that (Hunter & Perreault, 2006) Technological Orientation can be measured in terms of Technology Policies, Technology Position and level of Technology Adaptation (Al-Ansari, Altalib, & Sardoh, 2013) Organizations supportiveness towards technology deployment, consumers' acceptance of organizations technologies and employees experience and maturity in the position are considered as significant in Technology Orientation of a firm. (Hunter & Perreault, 2006) Above denotes that technological capabilities alone cannot help enable Technology Orientation. To deploy technologies firms additionally require it's the Learning Capability and a Learning Environment for employees and consumers to learn novel technologies. If that can be done then the implementation will become smoother.

Technological enhancements can reach and organization due to technical push where companies try to implement technologies into business operations. They can also reach organizations if consumers in the market demands or pull for technologies in making their needs met (Al-Ansari et al., 2013) To what extent organization tends to be supportive towards

its people by providing the required resources will decide the level of internal assistance organization provide to its employees (Hunter & Perreault, 2006) If the organization can integrate the organizational strategy with relevant technologies , they can deploy financials to enhance firm's competitiveness, and by doing so they will achieve business objectives (Heydenrych, 2015). A successful deployment of technology will permit data being converted to more meaningful form in information, which the firm can use when recommending customers with solutions. The key reason for having technologies would be to provide customers with valuable information (Hunter & Perreault, 2006) Organizations managerial staff have a vital role to play when enabling technology driven operations by communicating the benefits of deployed technologies to its employees and making sure they understand the purpose of having such a technology (Hunter & Perreault, 2006) Organizations who can combine multiple orientations and have greater ability to learn can lucratively integrate attributes from consumer, technical and entrepreneur perspective (Hakala & Kohtamäki, 2011) The approach organizations take in implementing technologies will decide to what extent they enhance firm's advantage over rivalry. The extent of embracing technologies will also play a decisive role in understanding the capability to attain an advantage over rivalry (Al-Ansari et al., 2013). Technically driven companies who can integrate resources to engineer consumer value with latest technologies can very well enjoy long-term profitability with superior and lasting performance (Al-Ansari et al., 2013) When company's push technology to market they want to enhance efficiency and effectiveness of the company. If consumers demand for a technology that would likely produce better products that are cost effective and profitable (Al-Ansari et al., 2013) All organizations should look towards improving research and development work to capitalize upon novel technologies to deliver better products for future requirements. However failing which they can get rejected within the marketplace (Zhou et al., 2005) Technologically focused companies often have a good focus on products too. That is because they tend to use novel technologies as a way of introducing novel products that can help the firm differentiate itself while reducing the costs associated (Lei et al., 2019) Technologically driven organizations mostly look at introducing latest technologies, so they tend to unearth innovative new products (Zhou et al., 2005) A Firms also try to secure technological innovations by patenting such solutions as they can enhance firms competitiveness which will add value to the business (Heydenrych, 2015) Firms technical ability rely upon how well they bundle and deploy firms available resources to contextual use (Halac, 2015) Latest technological advancements leads to disruptive inventions as they change how current value capturing, value creation and value delivery takes place (Zhou et al., 2005) To unlearn, a firm needs to purposely remove certain elements that already exists in the current organizational mindset,

practices and design. Unlearning process gets rid of past practices and processes so that some new elements can be incorporated if possible (Halac, 2015)

Above suggests that having Technical Capabilities, Learning Capabilities and a Learning Environment remain vital, yet not without the Commitment to Change the way the current organization functions its activities.

Technology orientation can be measured using the degree of technology embedded into firm's products, initiatives undertaken to introduce new technology driven solutions, the passion to deploy technological solutions, technical knowledge against rivalry and firms liking to develop new products (Hakala & Kohtamäki, 2011) Technologically driven companies doesn't have to totally depend on technologies and instead they can look at what consumers demand from a market perspective while keeping the technology perspective in mind. Nevertheless firms need entrepreneurial mindset to combine multiple perspectives (Hakala & Kohtamäki, 2011). Research also recommend managerial level staff of supermarkets to look at implementing innovations as outcomes for its customers. Further research indicates that innovative planning can harness customer perspective of brand equity positively (Liyanage, O. N. N, & Wanninayake, 2021)

Organizations also compare and see if simple research and development activities should be done to improve computer science or if they should consider going for applied research and development initiatives in unraveling novel goods or technological solutions (Heydenrych, 2015) Technology Oriented firms also compare and see if developing technologies in-house is viable or outsourcing the same is better. In some instances they might form partnership agreements with technology companies to introduce the most recent technologies (Heydenrych, 2015) If the senior management supports technology driven governance, while obtaining required technical knowledge, while making people learn the new additions and get people to change the previous ways simultaneously, the firm can obtain a lasting competitive advantage (Halac, 2015)

Above suggests that merely having the Technical Capabilities, Learning Capabilities, Learning Environments, and Commitment to Change will not benefit the organization on its own. For organizations to benefit technology orientation they need the Management Capability where the management will scan the marketplace, the organization, its resources and competencies while integrating them together in a manner that is going to make the organization unique in the eyes of their consumers. However if all of the above can influence Consumer Repurchasing Intention remains an area noteworthy of investigating.

2.2 Consumer Repurchasing Intention

Organizations are becoming intense when attracting and keeping consumers since organizations are increasingly becoming consumer oriented. A general norm in marketing suggests that keeping existing consumers can be extremely profitable over attracting new consumers (Yan et al., 2015) Accordingly it is hence important for organizations to keep their existing customers by providing them with a great shopping experience. Shopping goes beyond a mere activity of selecting items or value added services to experiencing a social activity. Such instances have provided retailers a chance to separate there company from the rivalry by introducing retailing atmospheres that enhances consumer experiences (Terblanche, 2018) Prior research suggest that keeping an existing consumer can be five time more cost effective than attracting a new consumer. Research also shows that value of attracting 10 newer shoppers can still be lesser than retaining an existing, loyal customer. (Yan et al., 2015). Above suggests how vital it is to retain the existing consumers, let alone attracting new consumers. Prior studies have revealed that when the service quality enhances, it can also enhance consumer satisfaction. Hence service quality is vital in determining consumer satisfaction. Furthermore, it was found that product quality also leads to consumer satisfaction (Nor, Binti, Shariff, Binti, & Binti, 2015) Consumer are left with many choices. Hence what is vital for organizations today is engineering value to the current customer base, while taking firms actions to enhance their repeat purchases more than trying new find new consumers (Yan et al., 2015). Furthermore, research have also revealed a positive relationship among service quality and consumer satisfaction based upon research outcomes (Nor et al., 2015) Prior studies have discovered that there is an effective relationship among product quality and consumer satisfaction. The nature of this relationship is not just positive but it is also significantly positive (Nor et al., 2015) Above suggests that product quality and service quality can enhance customer satisfaction and customer satisfaction can lead consumers to repurchase the product or the service. Based on the work of Nor et al, 2015 there is a significantly positive relationship between consumer satisfaction and consumer repurchasing probability (Nor et al., 2015). Yan et al, 2015 tries to measure consumer satisfaction using the quality of the product, quality of the offered service, shopping atmosphere and the value engineered for the price paid can enhance consumer repurchasing (Yan et al., 2015). Based on the work of Yan et al, it suggests that in addition to product quality and service quality, the atmosphere and the value engineered for the amount paid can also lead consumers to repurchase a product or a service. Terblanche, 2018 discusses how consumer repurchasing intention can get formed within a physical shopping environment by highlighting several aspects that includes Merchandising Value. Merchandising value can positively impact shoppers repurchasing decisions and in fact research has discovered a positive relationship

that merchandising value has with repeat purchases while it was also found that such purchases are impacted due to shopper's satisfaction (Terblanche, 2018). Research also argue that in online shopping environments, consumers care more about technology applications functionalities, its design and the degree of security the platform offers to its consumer. Consumers are also becoming positive towards online shopping environments now (Wen, Prybutok, & Xu, 2011). Above suggests that if the shopping environment is physical, the merchandising value is vital and if the shopping environment is virtual design, functionality and security are vital. Hence regardless of the platform, Merchandising Value plays a key role in harnessing consumers repurchasing intention. Furthermore, firms also needs to learn how they can enhance merchandising value regardless of the shopping environment being physical or virtual. Because a firm's ability to learn is a great instrument in generating value added, uncommon yet unique features by creating a positive experience that allows repeat purchasing (Halac, 2015). Research also highlights the importance of having a good physical store atmosphere. The in-store shopping atmosphere is made of how the store is decorated along with the availability of store facilities like how shelves are arranged and counters are placed (Terblanche, 2018) Outlet floor arrangement, product categorization, assigning shelf space, placing items in a manner that enhances purchases put together designs the outlet internal atmosphere. A great outlet layout can not only enhance shopper repurchasing but it can enhance shopper satisfaction simultaneously (Terblanche, 2018) The idea of having the right atmosphere is to create a greater degree of satisfaction among the consumers. Prior studies have indicated that consumers repurchasing intention can be strongly influenced by their level of satisfaction on the last visit, and its applicable to virtual or online environments as well (Wen et al., 2011) Research also suggests that consumer repurchasing can enhance due to the degree of interactive communication maintained by staff with firm's customers. Interactive communication among shoppers and workers have happened to be affecting shoppers store experience. The interactive communication is significant because the customer would have visited with the outlet expecting an experience. Before they visit they form the perception depending on someone else's experience or by judging from external reviews (Wen et al., 2011) Furthermore, when workers build a relationship with shoppers, it harness the connection among two parties that then influences shopper satisfaction (Terblanche, 2018). If the shopper expectation is less and the actual experience is greater than what was expected, that experience might increase consumers repurchasing intention as well (Wen et al., 2011) When there is a range of different merchandise, and if the consumers are happy with such merchandise, that can lead towards progressive consumer behavior like purchasing more items than initially planned while also spending more time than initially planned (Terblanche, 2018) Consumers keep coming to physical outlets as they think of physical

shopping as an experiential and fun environment to shop (Wen et al., 2011) When shopping in physical outlets, the consumers can get socially influenced through other consumers who are shopping in the same environment or platform. (Terblanche, 2018) However when consumers does there shopping in online platforms they use applications and platforms to perform transactions. Hence they may not have the same kind of social interaction or influence they would get in a store environment (Wen et al., 2011) Highly emotional and memorable shopper feelings like generating exciting and joyful moments could help generate a good outlet level shopper experience (Terblanche, 2018) If a supermarket can provide there shoppers a great outlet level shopping experience, it can greatly help the supermarkets overall performance (Terblanche, 2018) Above denotes that factors such as Merchandising Value, Store Environment, Interaction with staff, Merchandising Variety, Interaction with other Customers, Customer in shop emotions and Outcomes can harness Consumer Repurchasing Intention. Since this research is not limited to in-store shopping platforms, authors decided to use the work of Yan et al to measure Consumer Repurchasing Intention. Yan et al, 2015 tries to measure consumer satisfaction using the quality of the product, quality of the offered service, shopping atmosphere and the value engineered for the price paid can enhance consumer repurchasing (Yan et al., 2015)

3.0 Conceptual Framework & Hypotheses

During the course of the Literature Review, it was identified that Technology Orientation is beyond mere technology Adaptation. Technologically driven organizations are supportive towards research and development, they obtain latest technologies and eventually they implement such technologies (Zhou et al., 2005). To enable Technology Orientation organizations need Introduce new products, improve existing products, invest on research and development, embrace latest technical resources, efficiently launch their products and should look to align their products with technologies (Lei et al., 2019). Amongst all different arguments, (Halac, 2015) brought to light the most sound argument that the authors investigated. Because he took the concept of Technology Orientation in a much broader view and segregated Technology Orientation in terms of Technological Capability, Management Capability, Commitment to learn and Commitment to Change. He has further constructed a multidimensional construct that can measure the concept of Technology Orientation which the authors wish to adopt into the current investigations itself with minor changes. Therefore authors decided to incorporate Technical Capability, Learning Capability, Learning Environment, Commitment to Learn and Management Capability are identified as Independent Variables that measure the broader concept of Technology Orientation. Since the

investigation tries to see if Technology Orientation can impact upon Consumer Repurchasing Intention, the Dependent Variable was identified as Consumer Repurchasing Intention.

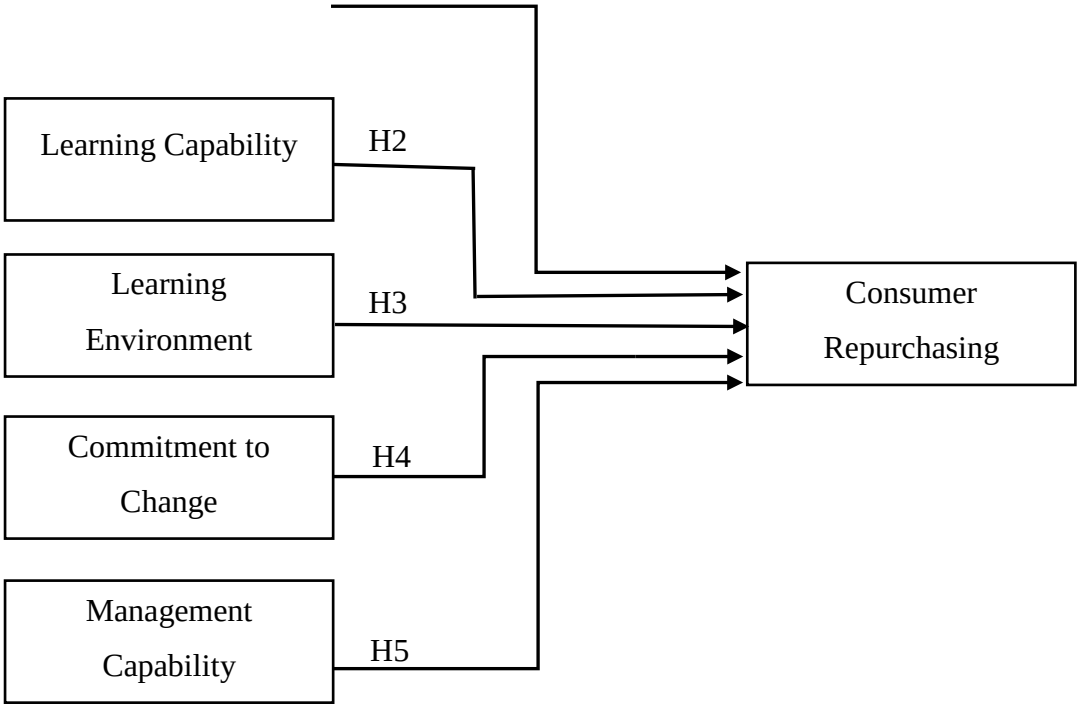

Figure 1: Conceptual Framework

A firms technical ability rely upon how well they bundle and deploy firms available resources to contextual use (Halac, 2015). Incorporating advanced technologies within a firm is extremely useful as it can lead to better decisions and it will help streamline business processes. Companies deploying such technologies can better engineer value to the marketplace to enhance organizational performance (Lei et al., 2019). Above suggests that to enable Technology Orientation, firm's needs to have a great degree of Technological Capabilities along with an understanding of what is happening within the marketplace. The above argument led the authors form the following hypothesis;

H1: When enabling Technology Orientation, there is a positive relationship between Technical Capability impacting upon, Consumer Repurchasing Intention, within the Modern Trade Industry in Colombo, Sri Lanka

A firm's ability to learn is a great instrument in generating value added, uncommon yet unique features by creating a positive experience that allows repeat purchasing (Halac, 2015). Technologically focused companies accepts and encourage people with novel ideologies who can introduce radically new products or services (Zhou et al., 2005). Above argument suggest that firms and consumers and employees should have a certain level of commitment to learn new technologies to enable technology orientation and furthermore, firms should also have a

suitable environment for people to implement technology driven solutions. That argument led authors formulate the following hypothesis;

H2: When enabling Technology Orientation, there is a positive relationship between Learning Capability impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka

H3: When enabling Technology Orientation, there is a positive relationship between Learning Environment impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka

To unlearn, a firm needs to purposely remove certain elements that already exists in the current organizational mindset, practices and design. Unlearning process gets rid of past practices and processes so that some new elements can be incorporated if possible (Halac, 2015) Above suggest that firms have to periodically change the way they work and there should be a degree of willingness to change in order to enable Technology Orientation. That led the authors to formulate the following hypothesis.

H4: When enabling Technology Orientation, there is a positive relationship between Commitment to Change impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka

Market-oriented companies and technology-oriented companies have a common liking towards implementing new ideologies. However market-oriented companies like concepts that becomes a solution to a consumer problem while technology focused companies try to promote the best available technologies (Zhou et al., 2005). Technologically focused companies often have a good focus on products too. That is because they tend to use novel technologies as a way of introducing novel products that can help the firm differentiate itself while reducing the costs associated (Lei et al., 2019). If the senior management supports technology driven governance, while obtaining required technical knowledge, while making people learn the new additions and get people to change the previous ways simultaneously, the firm can obtain a lasting competitive advantage (Halac, 2015). Above arguments suggest that Managerial involvement is essential in understanding the market conditions and releasing value to consumers using technology as a platform with some strong managerial support to get closer to the consumer. The above argument led authors to formulate the following hypothesis;

H5: When enabling Technology Orientation, there is a positive relationship between Managerial Capability impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka

4.0 Research Methodology

Ontologically the research was objectivistic and epistemologically the research was positivistic. Methodologically the research followed a deductive methodology. When causes as well as its effects or relationships are investigated, then the researcher usually uses positivism (Sahay, 2016) Unit of analysis were the individual participants involved in the research sample. Respondents of this research were the adult community living in Colombo, Sri Lanka. The respondents were selected based on purposive sampling method, with all of them being consumers who shop in Modern Trade outlets on both online and in-store environments. The questionnaire was a self-administrated questionnaire which was distributed among 26 respondents and all 26 respondents completed the entire questionnaire successfully. IBM SPSS version 26 was used to analyze the data collected from the respondents

5.0 Discussions & Results

Researcher analyzed the selected sample in terms of respondent demographics such as Age, Sex, Education Level and Income to see if the sample has a reasonable representation of the entire population of modern trade consumers resided in Colombo, Sri Lanka. 26 responses were gathered using a self-administered questionnaire and below are some key findings from respondent profiles.

The sample seems to have fair distribution of age with 11.5% of the population falling between 18 to 25 years, 19.2% falls between 26 to 35 years. 38.5% falls within 36 to 45 years, 23.1% falls within 46-60 years and 7.7% falls above the age of 60 years. Similarly, the gender distribution has also been reasonable, with 50% of the population being male and the balance 50% are female. Education Level of the population is also reasonable distributed with 11.5% having studied up to secondary level, 23.1% being professionally certified, 11.5% having Bachelor's Degrees and a majority of 53.8% have Post Graduate Degree's. Income level of the population is also reasonable distributed with 11.5% having an income bellow Rs 50,000, 26.9% of them having an income between Rs 50,001 to Rs 100,000, 34.6% have an income between Rs 100,001 to Rs 250,000 and 26.9% have an income above Rs 250,000

Age	**Frequency**	**Percentage (%)**
Between 18-25 Years	3	11.5%
Between 26-35 Years	5	19.2%
Between 36-45 Years	10	38.5%
Between 45-60 Years	6	23.1%
Above 60 Years	2	7.7%

Sex	**Frequency**	**Percentage (%)**
Male	13	50%
Female	13	50%
Education Level	**Frequency**	**Percentage (%)**
Secondary Education	3	11.5%
Professionally Certified	6	23.1%
Bachelor's Degree Completed	3	11.5%
Post Graduate Degree Completed	14	53.8%
Income	**Frequency**	**Percentage (%)**
Bellow LKR 50,000	3	11.5%
Between LKR 50,001 to LKR 100,000	7	26.9%
Between LKR 100,001 to LKR 250,000	9	34.6%
Above LKR 250,000	7	26.9%

Table 1: Demographic Profile of Respondents

In order to test if the data collected from the sample population is normally distributed, Tests of Normality were done. The results shows as significant since the significance value was greater than 0.05 for all the variables. Hence the authors concluded the data set as a normally distributed set of responses. Therefore authors wish to conduct parametric tests to further analyse the data.

Using the questions posed from the participants, a factor loading was conducted. The value of communalities for each factor was greater than .300 and hence the factor loadings are in good order.

Scales	**Number of Items**	**Cronbach's Alpha**	**Mean**	**SD**
Technical Capability	5	.879	3.9000	.52230
Learning Capability	6	.813	3.8846	.48251
Environment to Learn	5	.937	3.7846	.77340
Commitment to Change	4	.854	3.9519	.57454
Management Capability	2	.803	4.0000	.70711
Consumer Repurchasing Intention	14	.953	4.02	.565

Table 2: Reliability Analysis for the Scale. **Source:** Survey Data 2020

Using IBM SPSS Version 26 was used to analyze the data and to test the reliability of the data, Cronbach's Alpha test was conducted. In order to assess the reliability of the data collected, a Cronbach Alpha test was conducted. According to George and Mallery, 2003, cited by Woollins, 1992, if the Cronbach Alpha value >.7 it is Acceptable, >.8%, Good >.9. is Excellent (Woollins, 1992) The results as shown in Table 2, suggests that Cronbach Alpha value of Consumer Repurchasing Intention is .953 and Environment to Learn is .937 which are both Excellent. Furthermore, Cronbach Alpha value of Technical Capability was at .879, value of Commitment to Change was at .854, value of Learning Capability was at .813 and value of Management Capability was at .803 which are all greater than .8 and hence good. Based on the results obtained from Cronbach Alpha reliability test, there is a good internal consistency among the collected data and hence reliable.

	Technical Capability	Learning Capability	Learning Environment	Change	Management Capability	Consumer Repurchase Intention
Technical Capability	1					
Learning Capability	.656	1				
Learning Environment	.539	.817	1			
Change	.730	.653	.502	1		
Management Capability	.368	.391	.527	.443	1	
Consumer Repurchase Intention	.654	.855	.841	.811	.594	1

Table 3: Correlation Matrix **Source:** Survey Data 2020

Furthermore, Pearson's Correlation test was conducted to see if there is a relationship between the Independent and Dependent Variables. Results revealed a strong positive significant correlation of 65.4%, between Technical Capability and Consumer Repurchasing Intention that is also in support of H1, which states there is a positive relationship between Technical Capability and Consumer Repurchasing Intention within the Modern Trade Consumers in Colombo, Sri Lanka. Results also showed a strong positive significant relationship of 85.5%, between Learning Capability and Consumer Repurchasing Intention which is also in support of H2, that states, When enabling Technology Orientation, there is a

positive relationship between Learning Capability impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo, Sri Lanka. Results also showed a strong positive significant relationship of 84.1%, between Learning Environment and Consumer Repurchasing Intention which is also in support of H3, that states, When enabling Technology Orientation, there is a positive relationship between Learning Environment impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka. Furthermore, results showed a strong positive significant relationship of 81.1%, between Commitment to Change and Consumer Repurchasing Intention which is also in support of H4, that states, When enabling Technology Orientation, there is a positive relationship between Commitment to Change impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka. Also, results showed a strong positive significant relationship of 59.4%, between Management Capability and Consumer Repurchasing Intention which is also in support of H5, that states, When enabling Technology Orientation, there is a positive relationship between Management Capability impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka.

Exploratory Variables	**Beta Value – Consumer Brand Equity**
Constant	.064 (.196)
Technical Capability	-.151 (-1.537)
Learning Capability	.291 (2.048)
Learning Environment	.294 (3.585)
Commitment to Change	.488 (5.250)
Management Capability	.093 (1.601)
R Square	.932
Adjusted R Square	.915
F-Statistics	54.807
Significance	.000
Number of Observations	26

Table 4: Regression Model on Technical Capability, Learning Capability, Learning Environment, Commitment Change, Management Capability and its impact on Consumer Repurchasing Intention. **Source:** Survey Data 2020

As shown in Table 4, a linear regression analysis was done to find out to what extend Technology Orientation can impact upon Consumer Repurchasing Intention among the Modern Trade Consumers within Colombo, Sri Lanka. Five factors that forms Technology Orientation, namely Technical Capability, Learning Capability, Learning Environment,

Commitment to Change and Management Capability were entered into the analysis to see if it impacts Consumer Brand Equity. Results as detailed in Table 4, data revealed that the five Components that form Technology Orientation has a 93.2% impact on Consumer Repurchasing Intention and the model was also found significant at .000.

Furthermore, five components that form Technology Orientation positively relates to Consumer Repurchasing Intention. According to Beta values and t statistics, assessing the strength of the influence that each independent variable have upon Consumer Repurchasing Intention, Commitment to Change had the highest beta value of .488 and highest t value of 5.250. Commitment to Change was significant with a significance of.000 which is significant a .001 level. Learning Environment had the next highest beta value of .294, a t value of 3.585 and the significance value was .002 which means Learning Environment is significant at .005 level. According to the findings the other three aspects of Technology Orientation are not significant enough to influence Consumer Repurchasing Intention. Therefore authors concluded that Technology Orientation among the modern trade industry within Colombo Sri Lanka can impact Consumer Repurchasing Intention through Commitment to Change and Learning Environment than the other variables. This comes as an important finding for Modern Trade Firms operating in Colombo, Sri Lanka. What this result explains is, that while having great Technical Capabilities, Learning Capabilities and Managerial Capabilities are all important, a more significant impact in Commitment to Change and Learning Environment can influence Technology Orientation to influence Consumer Repurchasing Intention, within the modern trade industry in Colombo, Sri Lanka. The result is significant when comparing with previous researches conducted in Sri Lanka. Environment can significantly influence technology orientation within Sri Lanka (Herath, 2020) This can be used by modern trade firms in Colombo, Sri Lanka when formulating there future corporate strategies, so that they can integrate technology with consumers by Managing Change well and by creating the right Learning Environment that enables Technology Orientation when planning and executing future business initiatives.

6.0 Conclusion

Technology Orientation is a topic that is broadly discussed with the emergence of the forth industrial revolution which has the tendency to utilize technology based platforms as a way of connecting the organization with its consumers. Technologically focused companies often have a good focus on products too. That is because they tend to use novel technologies as a way of introducing novel products that can help the firm differentiate itself while reducing the costs associated (Lei et al., 2019) However conventional researches looks at technology adaptation than technology orientation mostly. Hence the researcher wanted to focus

specifically in Technology Orientation which is constructed of more than mere technology. Technology Orientation is made of senior managerial capabilities, technical capabilities, determination towards learning new things and commitment towards changing existing ways (Halac, 2015) Researchers used Technical Capability, Learning Capability, Learning Environment, Commitment to Change and Management Capability to measure Technology Orientation.

Companies also try to enhance Consumer Repurchasing Intention to form lasting relationships with its customers in today's competitive environment. Yan et al, 2015 tries to measure consumer satisfaction using the quality of the product, quality of the offered service, shopping atmosphere and the value engineered for the price paid can enhance consumer repurchasing (Yan et al., 2015)

Furthermore, if technology orientation can enhance the Consumer Repurchasing Intention has not been studied specifically by previous researches, that too specific to the selected context which is the Modern Trade Industry within Colombo Sri Lanka. Hence the researchers investigated the relationship between Technology Orientation and its impact on Consumer Repurchasing Intention. The context of the study was focused towards Modern Trade Consumers in Colombo, Sri Lanka. Technology Orientation was measured in terms of Technical Capability, Learning Capability, Learning Environment, Commitment to Change and Management Capability, while they were all identified as Independent Variables. Consumer Repurchasing Intention was identified as the Dependent Variable.

Results revealed a strong positive significant correlation of 65.4%, between Technical Capability and Consumer Repurchasing Intention that is also in support of H1, which states there is a positive significant relationship between Technical Capability and Consumer Repurchasing Intention within the Modern Trade Consumers in Colombo, Sri Lanka. Results also showed a strong positive significant relationship of 85.5%, between Learning Capability and Consumer Repurchasing Intention which is also in support of H2, that states, When enabling Technology Orientation, there is a positive relationship between Learning Capability impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo, Sri Lanka. Results also showed a strong positive significant relationship of 84.1%, between Learning Environment and Consumer Repurchasing Intention which is also in support of H3, that states, When enabling Technology Orientation, there is a positive relationship between Learning Environment impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka. Furthermore, results showed a strong positive significant relationship of 81.1%, between Commitment to Change and Consumer Repurchasing Intention which is also in support of

H4, that states, When enabling Technology Orientation, there is a positive relationship between Commitment to Change impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka. Also, results showed a strong positive significant relationship of 59.4%, between Management Capability and Consumer Repurchasing Intention which is also in support of H5, that states, When enabling Technology Orientation, there is a positive relationship between Management Capability impacting upon, Consumer Repurchasing Intention among Modern Trade Customers in Colombo Sri Lanka. Linear regression analysis was done to find out to what extend Technology Orientation can influence upon Consumer Repurchasing Intention among the Modern Trade Consumers within Colombo, Sri Lanka. Five factors that forms Technology Orientation, namely Technical Capability, Learning Capability, Learning Environment, Commitment to Change and Management Capability were entered into the analysis to see if it impacts Consumer Brand Equity. Results revealed that the five Components that form Technology Orientation has a 93.2% impact on Consumer Repurchasing Intention and the model was also found significant at .000. Furthermore, five components that form Technology Orientation positively impacts upon Consumer Brand Equity. According to Beta values and t statistics, assessing the strength of the influence that each independent variable have upon Consumer Brand Equity, Commitment to Change had the highest beta value of .488 and highest t value of 5.250 and Learning Environment had the next highest beta value of .294 and t value of 3.585. According to the findings the other three aspects of Technology Orientation are not significant enough to influence Consumer Brand Equity. Therefore authors concluded that Technology Orientation among the modern trade industry within Colombo Sri Lanka can impact Consumer Repurchasing Intention through Commitment to Change and Learning Environment than the other variables. This comes as an important finding for Modern Trade Firms operating in Colombo, Sri Lanka. What this results explains is that while having great Technical Capabilities, Learning Capability and Management Capability are all important, a more significant impact in Commitment to Change and Learning Environment can influence Technology Orientation to influence Consumer Brand Equity, within the modern trade industry in Colombo, Sri Lanka. This can be used by modern trade firms in Colombo, Sri Lanka when formulating there future corporate strategies so that they can integrate technology with consumers by establishing the Commitment to Change and by creating a Learning Environment within the organization and industry when undertaking future business initiatives. The result is significant when comparing with previous researches conducted in Sri Lanka. Environment can significantly influence technology orientation within Sri Lanka (Herath, 2020)

For future researches, authors suggest conducting a research in a broader population such as the population of modern trade consumers living within the Western Province of Sri Lanka. Authors also suggests future researches to investigate the effect that Innovation has upon Consumer Repurchasing Intention within the Modern Trade Industry in Colombo, Sri Lanka.

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