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THE MODERATING ROLE OF ENVIRONMENT AND TECHNOLOGY ON THE RELATIONSHIP BETWEEN TELECOMMUTING AND WORKPLACE PERFORMANCE IN SERVICE INDUSTRIES IN NIGERIA.

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Abstract
This study examined the influences of environment and technology on the relationship between telecommuting and workplace performance in service industries in Nigeria. The objectives of the study were to; examine whether environment as a moderating factor significantly affects the relationship between telecommuting and workplace performance and; determine the extent to which technology as a moderating variable influences the relationship between telecommuting and workplace performance. To achieve the objectives, a survey research design was adopted. The population of the research was one thousand one hundred and ninety-five (1195) and the Yaro Yamane equation was utilized to infer the test estimate, which is three hundred (300). The techniques employed in analyzing the data were descriptive statistics, ordinal logistic regression analysis. The results indicated that the environment as a moderating factor significantly affects the relationship between telecommuting and workplace performance. It was also revealed that technology as a moderating variable has significant influences on the relationship between telecommuting and workplace performance. Based on the findings, the study concluded that environment and technology to a reasonable extent influence the relationship between telecommuting and workplace performance. It was recommended among others that organizations need to ensure that the environment of their telecommuters is conducive and has good network and internet connectivity if it must affect the relationship between telecommuting and workplace performance.

Keywords: environment, technology, telecommuting, workplace performance

INTRODUCTION

Every service and manufacturing organization aims to attain high performance by quality and affordable service delivery to customers through the effective deployment of technological tools. Performance is very essential for every living and sustainable organization in both emerging and developed countries (Opeke& Adelowo, 2020; Al-Tit, 2017; Singh, et al., 2016). Performance is a strong indicator that an organization is in good health in terms of financial viability and human capital. Eniola & Olorunleke (2020) added that organizational performance is a predictor of growth, diversification, and marketing strategies. Danica (2016) also contended that organizational performance is the criteria that investors are always searching for in

terms of mergers and acquisitions of two or more firms. On another hand, Osibanjo et al., (2020) argued that an organization that does not pay adequate attention to performance would find it very difficult to exhibit social responsibility and sustainability. However, organizational performance cannot be successfully attained without an environment that is characterized by uncertainties and constant disruptions. The business environment is made up of internal forces which are the suppliers, distributors, employees, employers as well as external forces which include political, legal, economic, socio-cultural, and technological forces. One of the forces that affect the functionality of both service and manufacturing organizations is technology. Technology is a major factor that is constantly impacting organizations especially as techniques, processes and modes of business transactions have become more digitalized. Therefore, for organizations to remain relevant in the business environment, they must deploy the latest technological gadgets that are required in rendering quality services to their customers.

In line with the above, organizations need to adjust their strategies, structures, and policies to accommodate new technology to meet the need of their customers to avoid competitors taking over the market. The recent global coronavirus (covid-19) pandemic has again caused several organizations to adopt new technological platforms for quick service delivery to their prospective customers across the globe (ILO, 2020). It is against this premise that most organizations deployed telecommuting as an alternative to the previous culture of coming to the organization to perform the individual task. Telecommuting is also known as working from home, flexible working arrangements, mobile work, and remote work (Ajayi, 2020). However, the essence of working from home or telecommuting is to bring services to the doorstep of the client. To some, it is the cheapest and best way to cut operating costs and reduce the workforce (Golden & Eddleston, 2020).

Prior studies on telecommuting have been investigated and documented (Belzunegui-Eraso & Erro-Garcés, 2020; Ajayi, 2020; Uchenna, Nkechi and Eberechi, 2020; Schall, 2019; de Vries et al., 2018; Ansong & Boateng, 2018; Smith et al., 2015) but none was able to examine the influence environment and technology has on telecommuting especially in Sub-Saharan Africa work environment. This has created a huge gap in telecommuting literature. It was this lacuna that motivated the researchers to investigate the influences of business environment and technology on the relationship between telecommuting and workplace performance in service industries in Nigeria.

Hypotheses

H_o1: Environment as a moderating factor does not significantly affect the relationship between telecommuting and workplace performance.

H_o2: Technology as a moderating variable has no significant influence on the relationship between telecommuting and workplace performance.

LITERATURE REVIEW

Telecommuting is a broad and complex phenomenon, and as a result, has no generally accepted definition. Wienclaw (2019) defines telecommuting as a type of work arrangement that allows employees to work outside their traditional workplace. In the view of Narayanan, Menon, Plaisent, and Bernard, (2017), telecommuting is a

work practice that employee use to commute to work via technology. Allen, Brilliant, and Shockley (2015) state that working from home is a course of action where workers are permitted to utilize a few or all their working hours to work absent from the office, regularly at home, performing work assignments and communicating with others through innovative implied. Belanger, Watson-Manheim, and swan (2013) opined that telecommuting is a work norm that allows the use of technologies to replace work environments and employees commuting to the traditional office, which means that without technology, telecommuting becomes difficult. Telecommuting has seen an increment in notoriety over the final decades (State of Inaccessible Work, 2019; Future Workforce Report, 2018; The Most recent Inaccessible Work Measurements, 2019). Propels in innovation and reasonable rates for portable associations have expanded the work hone around the world (Allen, Brilliant, and Shockley, 2015).

Furthermore, Richard (2012) emphasized that telecommuting, also known as telework, is the use of technologies that enable employees to carry out their duties from different locations other than the traditional office space while adhering to the work agreements. The work practice is seen as an alternative to the normal arrangements where workers perform their duties at the traditional office space. And Ye (2012) expressed that organizations are now motivated to adopt more flexible means for their new "corporate office" since employees can access data, and other internet-enabled services in their homes, and this has made telecommuting an important work practice. Several researchers have carried out studies on telecommuting and found it advantageous to both employees and employers. More noteworthy efficiency, lower truancy, superior assurance, decreased overhead costs and moo representative turnover are many of the preferences found (Slope et al., 1996; Bailey & Kurland, 1999; Verbeke et al., 2008; Uchenna et al., 2018). However, the same research also uncovered challenges and possible disadvantages for telecommuting, such as performance measurement, loyalty, coordination, and communication.

Technology

The introduction of technology allows for increased non-face-to-face communication, such as email, and has altered the management of workers (Dupuy, 2011). Changes in the technical aspects of workplace tools have had effects on how people work together (Watson 2008). Technology is the bedrock of telecommuting and has now made it easier for employees to work remotely across the globe if one is connected to the internet (Hendricks, 2014). Business anytime anywhere (2009) asserts that technical advances make telecommuting possible. According to a research-based consulting company, Global Workplace Analytics (GWA), 80% to 90% of the U.S. workforce prefers working remotely on a part-time basis (Latest Telecommuting Statistics, 2017), thus, increasing the expectations of flexible work arrangements, which may improve employees' overall job performance and reduce turnover intention rates. In later times, difference around the execution of inaccessible laborers has gotten wide consideration as a few researchers contend that working from domestic through the assistance of innovation empowers representatives to be more beneficial due to less office diversions, whereas others contend that working from domestic permits for more domestic diversions (Fonner & Roloff, 2010).

Environment

Understanding the environment inside which the organization must work is exceptionally vital for the smooth and effectively running of the organization at any time since, the natural variables impact nearly each viewpoint of the organization, the nature, the area, the costs of items, the conveyance framework, or the work force arrangements. Consequently, it is imperative to memorize approximately the different components of the commerce environment, which comprises of the financial angle, the political system, the legitimate angles, and the innovative viewpoints since this component cannot be controlled by the organization. Furthermore, in the present study we are looking at the environment in terms of its conducive and unconducive nature, whether it is such that can allow telecommuters to concentrate on productivity cum rendering of services to the organization's clients/customer because when the environment of a telecommuter is not conducive, the purpose of the work practice that allows employees to work away from the traditional office space often home, agreed location, client office, road and on transit is to an extent defeated

Theoretical Framework

The study adopted socio-technical system (STS) theory which was propounded by Trist and Bainforth in (1951). It explains the interaction between social and technological factors. STS assesses the connections between individuals, innovation, and the conventional office space, to plan work in a way that progresses work fulfillment and increments efficiency (Torraco, 2005). Trist and Bainforth (1951) opine that STS was initially created to tell the conundrum of moved forward innovation but diminished efficiency. The hypothesis was moreover connected to the plan of telework, one of the standards of STS is the negligible basic detail. Telecommuting provides commuters with the right to decide when and how to perform assigned tasks (Gajendran and Harrison, 2007). Similarly, commuters must use the tools at their disposal and resources to carry out their assigned task. An increment in a assignment for telecommuters implies increments in their control to release of their obligation. Morganson, Major, Oborn, Verive, and Heelan (2010) bolster the thought that working from home could be a benefit and, in a few organizations, considered an advancement.

Empirical Reviews

Odu (2018) inspected the impact of working from home framework on employees' performance within the Nigeria oil and gas upstream division. The destinations of the study were to decide the impact of utilization of data innovation on representative execution, find out the impacts of smartphone utilization on representative execution, and look at the impact of adaptable work courses of action on employees' performance. The study made use of a sample of 278 staff drawn from four selected oil and gas companies with operational headquarters in Lagos State, Nigeria. A simple random sampling technique was employed. A cross-sectional survey research design was adopted, and the statistical tool used comprised correlation, and regression analysis, (SPSS Version 23). The finding showed that the three adopted variables of telecommuting namely, use of information technology (β=.364, P<.01), use of Smartphone (β=.329, P<.01), and Flexible work arrangement (β=.205, P<.01) have Significantly positive impact on employees' performance. Organizations are already moving towards a collaborative solution that

brings all the outlets into a single engagement portal, having recognized the enhanced work performance and employees' satisfaction that results from supporting potent digital workplace services. To this end, the research concludes that adaptable work course of action gives workers more flexibility and tact to choose where and when they work and has made a modern work design that superior oversee activity as well as commuting time. Among the recommendations is the need to provide employees with fit-for-purpose furniture, equipment, computer, printer and scanner, telephone, proper internet connectivity and be trained on how to use them to enhance their performance.

Tuntas, Djabir, Mahlia, and Nurdin (2016) carried out a research on the impact of working from home framework, self-efficacy, and the quality of administration on work efficiency and the competitiveness of organizational point of view in multinational companies in Jakarta. The objectives of the study were to analyze the influence of telecommuting system, self-efficacy, and the perspective of quality management on work productivity, telecommuting system, self-efficacy and quality management perspective on organizational competitiveness perspective and influence of labor productivity to organizational competitiveness perspective. The data was collected through field surveys in various multinational companies that implemented telecommuting systems in Jakarta. The unit investigation of this consider was the farther specialists or commonly known as telecommuters of multinational companies in Jakarta, the Capital City of Indonesia. The number studied was 193 representatives. The information was at that point analyzed utilizing SEM (Auxiliary Condition Modeling). The consider uncovered that self-efficacy has no noteworthy impact on work efficiency and organizational competitiveness, working from home framework and the quality of administration viewpoint have a critical impact on work efficiency and organizational competitiveness and labor efficiency features a noteworthy impact on organizational competitiveness. Based on the findings, the study recommends that those variables that have a significant influence on work productivity and organizational competitiveness need to be given attention in other to improve the economic activities of the multinational companies in Jakarta.

Alumni (2016) researched the influence of telecommuting acceptance on employees' work-life in Malaysia's ICT Sector. The receptive level of employees regarding telecommuting is the dependent variable and the effects it has on work-life balance, employee efficacy, and empowerment are measured using independent variables which are; more family time, control over life, absenteeism, disruption while working, flexibility, and satisfaction. The study adopted a descriptive and explanatory research design and data was collected using a questionnaire which comprise of 20 questions measured on the Likert Scale, a sample of 116 telecommuters based in the ICT sector in Cyberjaya, Malaysia was selected using a non-probability sampling method. The results gathered were analyzed using Spearman Correlation Cooeffient in SPSS Statistics version 23.0. The study found that employees are receptive to a telecommuting arrangement. Concerns related to telecommuting acceptance are found to be less significant. This research found that telecommuting allows telecommuters to have more family time, better control over life and work, reduces absenteeism, provides flexibility, increases

employee satisfaction and relative disruption when engaged in telework.

Olanrewaja (2016) carried out a study on the effect of information technology on organizational performance in Nigerian Banking Industries. The research inspected customers' and employees' reactions to innovation advancement, and their impacts on the execution of the Nigerian banks. Twenty (20) major banks were chosen for the study. Four hundred and fifty (450) copies of questionnaire were distributed to the employees and customers of the selected banks, out of which 400 were, collected which is 88.88% retrieve Chi-square square was utilized to test the theories and the discoveries uncovered that mechanical development impacted banks employees' execution, customer's fulfillment and advancement in banks benefit. The research prescribes successful administration of mechanical development for progressed representatives' performance, client fulfillment, feasible benefit, expanded return on venture, returns on value, and to advance competitiveness within the Nigerian banking industry.

Holland and Bardoel (2016) investigate the effect of innovation on work within the twenty-first century: keen and dim side. The study revealed critical extension within the study and accessibility of innovation, which has created a worldview move in how we are able work nowadays. The think about investigates diverse aspects of the smart and dim side of innovation and how modern waves of innovation too lead to noteworthy changes within the way we work. The pressures between 'smart and dark' are inspected approximately the utilize of formal telework practices, the association between IT frameworks and work-life adjust, social media's potential to on a very basic level alter the nature and boundaries of voice within the work environment, states of mind towards work environment observation, and a basic investigate motivation between the interface of IT and HRM is proposed.

RESULTS AND DISCUSSIONS

An organized survey was utilized to gather data from representatives of selected deposit money banks and telecommuting outfits in Southeast, Nigeria. The researcher selected three deposit money banks and telecommuting outfits in each of the states that made up southeast Nigeria. The population of the research was one thousand one hundred and ninety-five (1195) and the Yaro Yamane equation was utilized to infer the test estimate, which is three hundred (300). The number of the questionnaire administered to each stratum was determined using Bowley's formula. The instrument, made up of twenty-five (25) items was subjected to a reliability test and the result revealed score of Cronbach's Alpha 0.879. Ordinal Logistic Regression Analysis was used for the testing of hypotheses with the aid of SPSS (statistical package for social sciences) version 20.0.

A total of three hundred copies of the questionnaire were administered but only two hundred and seventy-five copies were returned. This represents a seventy-five percent response rate. The mean weighting of responses gathered from the questionnaire was computed and interpreted from the data and is presented in tables.

Table 1. Responses on whether environment as a moderating factor affect the relationship between telecommuting and workplace performance

Options	Frequency	Percentage	Mean
Strongly disagree	12	4.4	3.96
Disagree	8	2.9	
Undecided	3	1.1	
Agree	205	74.5	
Strongly agree	44	16.0	
Total	272	100.0	

Source: Field Survey, 2021.

Table 1 deals with information on how the environment as a moderating factor affects the relationship between telecommuting and workplace performance. From the result, 1.1% of the respondents were undecided about whether the environment as a moderating factor affects the relationship between telecommuting and workplace performance. Of those that accepted or rejected it, 4.4% and 2.9% of the respondents strongly disagreed and disagreed respectively that environment as a moderating factor affects the relationship between telecommuting and workplace performance. However, 74.5% and 16.0% of the respondents agreed and strongly agreed that the environment as a moderating factor affects the relationship between telecommuting and workplace performance. This depicts that most of the respondents accepted that environment as a moderating factor affects the relationship between telecommuting and workplace performance. To confirm the result, the mean score of 3.96 was above the minimum mean for acceptance of 3.00, signifying that the mean should be accepted. Based on this, the study submits that environment as a moderating factor affects the relationship between telecommuting and workplace performance.

Table 2. Responses on the extent technology as a moderating variable influences the relationship between telecommuting and workplace performance

Options	Frequency	Percentage	Mean
Very low extent	3	1.1	4.44
Low extent	3	1.1	
Undecided	8	2.9	
High extent	115	41.8	
Very high extent	140	50.9	
Total	269	100.0	

Source: Field Survey, 2021.

As could be seen in table 2, only 269 respondents responded to the question, and out of that number, 2.9% of the respondents were undecided on the extent of technology as a moderating variable that influences the relationship between telecommuting and

workplace performance. Furthermore, 1.1% of the respondents responded to a very low extent and low extent respectively indicated that technology as a moderating variable does not influence the relationship between telecommuting and workplace performance. On the other hand, 41.8% and 50.9% of the respondents to a high extent and very high extent respectively indicated that technology as a moderating variable influences the relationship between telecommuting and workplace performance. The result here depicts that little over half of the valid 275 respondents opined that to a very high extent that technology as a moderating variable influences the relationship between telecommuting and workplace performance. To confirm this, the mean of 4.44 based on the real limit mean decision criterion of means of 1 to 1.4, 1.5 to 2.4, 2.5 to 3.4, 3.5 to 4.4, and 4.5 and above depicting very low extent, low extent, undecided, high extent and very high extent respectively. The mean of 4.44 falls between 3.5 and 4.4 signifying that to a high extent that technology as a moderating variable influences the relationship between telecommuting and workplace performance. This is not in consonance with the result of the percentages highlighted above. However, considering that some respondents opined a very low extent, low extent, undecided, and high extent, the mean score was expected. Based on the real limit mean result, the study submits that to a high extent that technology as a moderating variable influences the relationship between telecommuting and workplace performance

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Hypothesis One

Table 3. Ordinal logistic regression analysis results on whether the environment as a moderating factor does significantly affect the relationship between telecommuting and workplace performance**.**

Table 3a Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	140.40			
Final	114.92	25.48	1	.00

Link function: Logit.

Table 3b Goodness-of-Fit

	Chi-Square	Df	Sig.
Pearson	132.79	15	.06
Deviance	86.35	15	.06

Link function: Logit.

Table 3c Pseudo R-Square

Cox and Snell	.09
Nagelkerke	.11
McFadden	.05

Link function: Logit.

Table 3d Parameter Estimates

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Q26 = 1.00]	.09	.59	.03	1	.88	-1.06	1.24
	[Q26 = 2.00]	.36	.58	.39	1	.53	-.77	1.49
	[Q26 = 3.00]	.88	.57	2.36	1	.13	-.24	2.00
	[Q26 = 4.00]	4.21	.64	42.83	1	.00	2.95	5.48
Location	Q27	.88	.15	32.27	1	.00	.57	1.18

Link function: Logit.

Tables 3a through 3d showed the ordinal logistic regression result for whether the environment as a moderating factor does significantly affect the relationship between telecommuting and workplace performance. The study used question 26 as the dependent variable while the mean of questions 27 and 8 was used lumped into question 37 and it served as the independent variable. Table 3a deals with information on whether the model improved the ability to predict the outcome and it was done by comparing a model without any explanatory variables (the baseline or 'Intercept Only' model) against the model with the explanatory variable. This study compared the final model against the baseline to see whether it has significantly improved the fit to the data. The *Model fitting Information* table gives the -2 log-likelihood values for the baseline and the final model. The statistically significant chi-square statistic (*p<.0005*) indicates that the final model gives a significant improvement over the baseline intercept-only model. This showed that the model gives better predictions than if it's just guessed based on the marginal probabilities for the outcome categories.

Table 3b showed the output for the *Goodness-of-Fit result.* The table contains Pearson's chi-square statistic for the model (as well as another chi-square statistic based on the deviance). These statistics test whether the observed data was consistent with the fitted model. This is usually based on the null hypothesis that the fit is *good.* When this hypothesis is not rejected (that is, if the p-value is large), then the study concludes that the data and the model predictions are similar and that the model is good. However, if you reject the assumption of a good fit, conventionally if *p<.05*, then the model does not fit the data well. The results in this study suggest the model fits very well (*p>.00).* The Pseudo R-Square result presented in table 3c unlike the OLS regression presents three categories of R-Square. These include Cox and Snell, Nagelkerke, and McFadden Pseudo R-Square. Out of these, the Nagelkerke is usually interpreted, and this study intends to do the same. The Nagelkerke Pseudo R-Square coefficient of 0.11 depicts that environment as a moderating factor explained a small proportion (11%) of the relationship between telecommuting and workplace performance. The result here was expected considering that so many other factors affect the relationship between telecommuting and workplace performance.

Furthermore, the result presented in table 3d showed the estimated parameters. This

explains the relationship between the explanatory variable and the outcome. As a result, the threshold coefficients are usually not interpreted because they represent the intercept. Based on the result, moving into a conducive environment increases the probability of supporting the relationship between telecommuting and workplace performance by 0.88. This showed that the environment as a moderating factor affects the relationship between telecommuting and workplace performance. Also, the probability value of 0.00 was lower than the maximum probability value for significance of 0.05. This showed that the effect of the environment as a moderating factor was significant. Based on these, the study rejected the null hypothesis, accepted the alternative, and concludes that the environment as a moderating factor significantly affects the relationship between telecommuting and workplace performance .

Hypothesis Two

Table 4. Ordinal logistic regression analysis result on whether the extent of technology as a moderating variable does positively and significantly influence the relationship between telecommuting and workplace performance.

Table 4a Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	200.45			
Final	121.26	79.19	1	.00

Link function: Logit.

Table 4b Goodness-of-Fit

	Chi-Square	Df	Sig.
Pearson	420.94	15	.07
Deviance	106.61	15	.07

Link function: Logit.

Table 4c Pseudo R-Square

Cox and Snell	.26
Nagelkerke	.31
McFadden	.16

Link function: Logit.

Table 4d Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Q32 = 1.00]	.87	.76	1.31	1	.25	-.62	2.37
	[Q32 = 2.00]	2.14	.67	10.33	1	.00	.83	3.44

	[Q32 = 3.00]	3.76	.70	29.23	1	.00	2.40	5.12
	[Q32 = 4.00]	7.26	.81	80.50	1	.00	5.67	8.84
Location	Q31	1.71	.19	83.18	1	.00	1.34	2.07

Link function: Logit.

The result presented in tables 4a through 4d showed the ordinal logistic regression result on whether technology as a moderating variable significantly influences the relationship between telecommuting and workplace performance. The study used question 32 as the dependent variable while the mean of questions 31, 8, and 33 lumped as question 38 was used for the independent variable. The result in table 4a deals with information on whether the model improved the ability to predict the outcome and it was done by comparing a model without any explanatory variables against the model with the explanatory variable. This study compared the final model against the baseline to see whether it has significantly improved the fit to the data. From the result, the probability value of 0.00 showed that the final model gives a significant improvement over the baseline intercept-only model. This showed that the model gives better predictions than if it's just guessed based on the marginal probabilities for the outcome categories.

The result in table 4b showed the output for the *Goodness-of-Fit result.* The table contains Pearson's chi-square statistic for the model. As mentioned above, these statistics test whether the observed data was consistent with the fitted model and are usually based on the null hypothesis that the fit is *good.* When this hypothesis is not rejected (that is, if the p-value is large), then the study concludes that the data and the model predictions are similar and that the model is good. The results of this study indicate that the model fits very well (*p>.00).* On the other hand, the Nagelkerke Pseudo R-Square coefficient presented in table 4c was 0.31 and it shows that technology as a moderating variable explained (31%) of the relationship between telecommuting and workplace performance. The result here was equally expected considering that so many other factors other than technology decide the relationship between telecommuting and workplace performance.

More so, the result presented in table 4d showed the estimated parameters. From the result, an increase of one (1) in the use of technology increases the probability in favor of the relationship between telecommuting and workplace performance by 1.71. This depicts that technology as a moderating variable has a positive influence on the relationship between telecommuting and workplace performance. Then again, the probability value of 0.00 was lower than the maximum probability value for significance of 0.05. This showed that the influence of technology as a moderating variable on the relationship between telecommuting and workplace performance was significant. Based on these, the study rejected the null hypothesis, accepted the alternative, and concludes that technology as a moderating variable has significant influences on the relationship between telecommuting and workplace performance.

Discussion of Findings

Environment as a moderating factor explained a small proportion of the relationship between telecommuting and workplace performance. This means that there are other variables capable of affecting the relationship between telecommuting and workplace performance other than the

environment or in addition to a conducive environment.

Technology as a moderating variable has a significant influence on the relationship between telecommuting and workplace performance. This finding correlates with the result of the study carried out by Odu (2018) which seeks to determine the effect of utilization of information technology and smartphone usage on employees' performance. Odu's study revealed that the use of information technology and smartphone have a significant positive impact on employees' performance. The finding of this study is also in line with the outcome of the study carried out by lanrewaja (2016) which explores the effect of information technology on organizational performance in Nigerian Banking Industries. The result affirmed that technological innovation influenced employees' performance in the deposit money banks, customer's satisfaction and improvement in banks profitability.

CONCLUSION

Based on the findings of the study, environment, and technology to a reasonable extent influence the relationship between telecommuting and workplace performance. The study made recommendations. Organizations need to ensure that the environment of their telecommuters is conducive and has good network and internet connectivity if it must affect the relationship between telecommuting and workplace performance. Managers need to consider other variables such as employee personal motivation, availability of internet connectivity, in addition to technology in other to influence the relationship between telecommuting and workplace performance.

Implication for Managers

Managers that want to explore the work practice that allow employees to work away from the traditional office space using some or all their core working hour need to be familiar with the role that environment and technology play in influencing the performance of telecommuters, if the aim of adopting the work practice must be achieve.

Suggestions for further Study

There is need for the same study to be replicated with focus on the role of leadership and structure in the adoption of telecommuting.

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