

The effect of effort expectancy and organizational performance: A perspective of Uganda breweries.

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Abstract

The study aimed at the effect of effort expectancy and organizational performance: a perspective of Uganda breweries. A mixed methods approach was utilized to examine the effect of effort expectancy on organizational performance at Uganda Breweries (Creswell & Clark, 2017). Quantitative data was collected through a survey administered to 300 employees across departments between September to December 2019. The survey instrument measured effort expectancy using items adapted from the UTAUT model on a 5-point Likert scale. The findings of the study, it was shown that the relationship between effort expectancy and organizational performance (dependent variable). It shown that through bivariate means, the correlation between effort expectancy and organizational performance was $(r) = 0.541$. This implied that there was a moderate positive relationship between the two variables since the significant value effort expectancy results into a corresponding positive change in organizational performance in Uganda Breweries Limited and vice versa. There is strong evidence that effort expectancy is a direct determinant of behavioral intention to use ICT. Information and Communications Technology provides increased savings, increased efficiency, improved service delivery, low transaction costs, and improved market performance to the organization that invests in ICT.

Key words: effort expectancy and organizational performance

Background of the study

Davis (2015) found that the expectancy effect was in the form of a three-way interaction: the effect of effort expectancy was through a three-way interaction, the effect being moderated by gender and age (more pronounced for females and more for females). older women) (Ntirandekura et al., 2022). This pattern reflects this in terms of expected effort, with the added caveat that social influences are likely to be more important in the mandatory use setting. The contingencies identified here provide some insight into the way effort expectations change over time (Christopher, Moses, Muhindo, & Muhammad, 2022). By helping to clarify the contingent nature of effort expectancy, it sheds light on when effort expectancy is likely to play an important role in driving behavior and when it is less likely (Tasha et al., 2023).

Problem statement

Extensive research has shown that the acceptance of new information systems and technologies by users in organizations is influenced by several key factors, as predicted by the UTAUT (Unified Theory of Acceptance and Use of Technology) model (Christopher, Muhindo, & Nakalema, 2022). One such significant determinant of successful implementation is expected effort time, which refers to the degree of ease associated with using a given technology (Paul & Kazaara, 2023). However, limited empirical studies have been conducted to understand how expected effort affects actual organizational performance metrics in a developing country context (Winny et al., 2023).

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Uganda Breweries, the largest beverage company in Uganda, implemented an enterprise resource planning (ERP) system in 2012 to improve operational efficiency, financial management and productivity (Mugwanya & Orondo, 2019). Despite significant investment and years of use, research shows that the expected effort of ERP system users within a company remains relatively low (Mwange, 2015). Anecdotal evidence suggests that this has led to suboptimal use of many of the advanced features and associated business benefits of a simplified ERP platform (Faridah et al., 2023).

Given Uganda Breweries' dominant market position and role in Uganda's manufacturing sector, it is critical to empirically analyze how different levels of expected effort among a diverse workforce affect key financial and operational performance indicators (Polycarp et al., 2023). Understanding this relationship could provide useful insights into addressing usability and skills issues to fully realize the strategic value of technology investments (Collins et al., 2023). Therefore, this study aims to investigate the effect of expected effort on organizational metrics such as productivity, cost, quality and profits within Uganda Breweries using primary and secondary data. The findings seek to offer recommendations for better adoption and optimal use of the ERP system (Venkatesh et al., 2016).

Main Objective

TO examine the effect of effort expectancy and organizational performance: a perspective of Uganda breweries.

Methodology

A mixed methods approach was utilized to examine the effect of effort expectancy on organizational performance at Uganda Breweries (Creswell & Clark, 2017). Quantitative data was collected through a survey administered to 300 employees across departments between September to December 2019. The survey instrument measured effort expectancy using items adapted from the UTAUT model on a 5-point Likert scale (Venkatesh et al., 2003). Additionally, data on individual demographic factors and organizational performance metrics for 2017-2019 including productivity, costs, quality and profits was obtained from company records with management approval (Mugenda & Mugenda, 2012). Semi-structured interviews were also conducted with 15 managers in January 2020 to gain qualitative insights into perceived ERP usability challenges (Gill et al., 2008). Survey data was analyzed using descriptive statistics while hierarchical multiple regression assessed the predictive influence of effort expectancy on performance, controlling for demographics using SPSS & STATA (Nelson, Christopher, & Milton, 2022). Interviews were transcribed and coded thematically to identify common perceptions (Creswell, 2014). Quantitative and qualitative findings were then triangulated to develop a comprehensive understanding (Baxter & Jack, 2008). The study provided valuable insights into how usability issues impact realization of technology benefits despite investments (DeLone & McLean, 2003).

Results

Table 1: Correlation between Effort Expectancy and Organizational Performance

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		Effort expectancy	Organizational performance
Effort expectancy	Pearson Correlation	1	.541**
	Sig. (2-tailed)		.000
	N	186	186
Organizational performance	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.000	
	N	186	186

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

Source; Primary Data, 2023

The findings of the study in table 1 above show the relationship between effort expectancy and organizational performance (dependent variable). It shows that through bivariate means, the correlation between effort expectancy and organizational performance is $(r) = 0.541$. This implies that there is a moderate positive relationship between the two variables since the significant value effort expectancy results into a corresponding positive change in organizational performance in Uganda Breweries Limited and vice versa (Emmanuel et al., 2023). Thus, this implies that there is a statistical relationship between effort expectancy and organizational performance in Uganda Breweries Limited.

Table 2: Model summary for Effort Expectancy and Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541 ^a	.293	.290	.48552

a. Predictors: (Constant), effort expectancy

Source; Primary data, 2023

The Regression results as presented in table 2 above show the, adjusted R square value of 0.329, it implies that effort expectancy only contributes 29.0% towards organizational performance in Uganda Breweries limited, the remaining 71% of Organizational performance is influenced by other factors. This thus shows that there is a relationship between effort expectancy and organizational performance in Uganda Breweries Limited (Christopher, Moses, Muhindo, & Muhammad, 2022).

Table 3: ANOVA values for Effort Expectancy and Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.533	1	20.533	87.103	.000 ^b
	Residual	49.503	184	.236		
	Total	70.035	185			

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a. Dependent Variable: Organizational performance
b. Predictors: (Constant), Effort expectancy

Source; Primary Data, 2023

Results of the study in table 3 above indicate that the regression model predicts the dependent variable significantly well. There is a statistical significance of the regression model indicated by $F = 87.103$ and $Sig = 0.000$ which is less than 0.05. This is also supported by the regression mean square value of 20.533 compared to the residual mean square of 0.236 which is significant to zero. This thus confirms that, there is a relationship between effort expectancy and organizational performance in Uganda Breweries Limited.

Table 4: Descriptive Statistics on Organisation Performance

Statement	1	2	3	4	5	Mean	S. DIV
Customer Loyalty							
Customers are loyal to Uganda Breweries Limited because it is difficult to change its products	0 0%	7 3.8%	0 0%	123 66.6%	56 30.2%	4.23	.635
Uganda Breweries Limited has excellent relationship with customers	0 0%	9 4.7%	0 0%	135 72.6%	42 22.6%	4.13	.632
Uganda Breweries Limited is responsive to customers' changing needs	0 0%	9 4.7%	5 2.8%	135 72.6%	37 19.8%	4.02	.803
Uganda Breweries Limited is efficient in handling customers' complaints and needs	0 0%	7 3.8%	0 0%	123 66.0%	56 30.2%	4.23	.635
Uganda Breweries Limited offers customers rewards and benefits	0 0%	7 3.8%	0 0%	131 70.3%	48 25.9%	4.18	.615
Customer Retention							
Uganda Breweries Limited is able to provide goods and services customers need	12 6.6%	21 11.3%	0 0%	110 59.0%	43 23.1%	3.81	1.117
Customers see little advantage in switching to other companies	19 10.4%	28 15.1%	4 1.9%	90 48.6%	45 24.1%	3.61	1.285
Uganda Breweries Limited has good relationships with customers	11 6.1%	0 0%	55 29.7%	88 47.2%	32 17.0%	3.59	1.244
Uganda Breweries Limited offers a wide variety of products	0 0%	0 10%	1 0.9%	135 63.7%	50 24.1%	3.57	1.208
Customers receive incentives from Uganda Breweries Limited	0	45	35	51	55	3.63	1.147

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Statement	1	2	3	4	5	Mean	S. DIV
	0%	24.1%	18.9%	27.4%	29.7%		
Customer Attrition rates							
Customers value Uganda Breweries Limited because it has efficient service	0 0%	41 22.2%	10 5.2%	70 37.7%	65 34.9%	3.75	1.284
Uganda Breweries Limited staff listen and are sensitive to customers' needs	6 2.8%	27 14.6%	0 0%	84 45.3%	69 37.3%	4.00	1.104
There is convenient accessibility to Uganda Breweries Limited products	0 0%	46 24.5%	11 6.1%	86 46.2%	43 23.1%	3.56	1.255
Customers value Uganda Breweries Limited because of its flexible company policy	21 11.3%	46 24.5%	0 0%	84 45.3%	35 18.9%	3.56	1.336
Customer Satisfaction							
Customers choose our products because they think Uganda Breweries Limited is able to meet consumers expectations	0 0%	24 12.8%	2 0.9%	112 60.4%	48 26.4%	4.25	.869
Customers are given what they want at Uganda Breweries Limited	2 0.9%	14 7.5%	0 0%	91 49.1%	79 42.5%	3.99	.918
Uganda Breweries Limited tries to satisfy the customer wants	4 1.9%	0 0%	25 13.2%	115 62.3%	42 22.6%	3.91	.959
Customers of Uganda Breweries Limited like the quality of Uganda Breweries Limited Products	5 2.8%	45 24.5%	0 0%	74 39.6%	62 33.3%	3.89	1.024
Customers derive satisfaction from Uganda Breweries Limited products.	4 1.9%	33 18.0%	2 0.9%	100 53.8%	47 25.5%	3.87	1.058
Overall Average Mean Score						3.88	1.007

Source: Primary data, 2023

From the study finding on the statement “Customers are loyal to Uganda Breweries Limited because it is difficult to change its products”, 66.6% of the respondents agreed, 30.2% strongly agreed and 3.8% disagreed. A mean score of 4.23 was obtained implies that most of the respondents agreed with the statement while a standard deviation of 0.635 implies that there was consensus in responses. Since majority agreed with this statement, it implies that Customers are loyal to Uganda Breweries Limited simply because it is difficult to change its products (Paul & Kazaara, 2023).

On the statement “Uganda Breweries Limited has excellent relationship with customers”, 72.6% of the respondents agreed, 22.6% strongly agreed and 4.7% disagreed. A mean score of 4.13 was obtained which implies that majority of the study respondents agreed with the statement where a standard deviation of 0.632 implies that there was much

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consensus in responses. This implies that, in Uganda Breweries Limited, has excellent relationship with customers (Christopher, Moses, Muhindo, & Komunda, 2022). According to Yusuf (2013) the creative use of ICT therefore, enables business enterprises not only to cut costs and improve efficiency but also for creating different levels of relationship bonds with their customers which in return gives them value proposition as such, through its excellent relationship with customers, Uganda Breweries Limited has managed to cut costs and improve efficiency in turn enhancing organisation performance (Gracious, 2023).

On the statement "Uganda Breweries Limited is responsive to customers' changing needs", 72.6% of the respondents agreed, 19.8% strongly agreed, 2.8% were not sure and 4.7% disagreed. A mean score of 4.02 imply that most of the respondents agreed with the statement. Since majority of the study participants were positive, this implies that, Uganda Breweries Limited is responsive to customers' needs and these results into a sound organisation performance (Christopher, Moses, Muhindo, & Komunda, 2022). This finding concurs with Koellinger (2015), that ICTs can improve efficiency and increase productivity by different ways including, improving efficiency in resource allocation, reducing transaction costs, and technical improvement, leading to the outward shifting of the production function hence responding to customers' changing needs.

On the statement "Uganda Breweries Limited is efficient in handling customers' complaints and needs", 66.0% of the respondents agreed, 30.2% strongly agreed and 3.8% strongly disagreed. A mean score of 4.23 was obtained which implies that majority of the respondents agreed whereas a standard deviation of 0.635 implies that there was agreement in responses. This implies that Uganda Breweries Limited is efficient in handling complaints and this enable the organization to maintain a sound managerial position leading to organisation performance (Christopher, Komunda, & Milton, 2022). This finding is in line with Koellinger (2015) who argued that firms who use ICT more intensively are more productive, grow faster, invest more, and are more profitable. ICTs can improve efficiency and increase productivity by different ways including, improving efficiency in resource allocation, reducing transaction costs, and technical improvement, leading to the outward shifting of the production function). Therefore, application of ICT has enabled Uganda Breweries Limited to efficiently handle customers' complaints and needs (Isaac et al., 2023).

On the statement "Uganda Breweries Limited offers customers rewards and benefits", 70.3% of the respondents agreed, 25.9% strongly agreed and 3.8% strongly disagreed. A mean score of 4.18 was obtained and this implies that most of the respondents agreed with the statement while a standard deviation of 0.615 implies that there was agreement in responses. This implies that Uganda Breweries Limited offers customers rewards and benefits leading to efficient organisation performance. According to (Alex & Kazaara, 2023), organizational performance is the strength and ability of a firm to achieve its goals through employees' retention, wide-range management style, internal work motivation, greater commitment, job satisfaction and career opportunities. Therefore, provision of customer rewards and benefits bears significant and important effects on organizational success (Emmanuel et al., 2023).

From the study finding on the statement “Uganda Breweries Limited is able to provide goods and services customers need”, 59.0% of the respondents agreed, 23.1% strongly agreed, 11.3% disagreed and 6.6% strongly disagreed. A mean score of 3.81 was obtained which implies that majority of the study respondents agreed with the statement while a standard deviation of 1.117 implies that there was no consensus in responses (Winny et al., 2023). Since majority of the study respondents agreed, this shows that Uganda Breweries Limited offers customers rewards and benefits hence enhanced organisation performance. This finding concurs with Yusuf (2013) that the creative use of ICT enables business enterprises not only to cut costs and improve efficiency but also for creating different levels of relationship bonds with their customers including provision of goods and services needed to customers which in return gives them value proposition.

On the statement “Customers see little advantage in switching to other companies”, 48.6% of the respondents agreed, 24.1% strongly agreed, 1.9% were uncertain, 15.1% disagreed and 10.4 strongly disagreed. A mean score of 3.61 was obtained which implies that respondents agreed that Customers see little advantage in switching to other companies other than Uganda Breweries limited while a standard deviation of 1.285 implies that there was no consensus in responses (Nelson, Christopher, Teddy, et al., 2022).

On the statement “Uganda Breweries Limited has good relationships with customers”, 47.2% of the respondents agreed, 17.0% strongly agreed, 29.7% was uncertain, and 6.1% strongly disagreed. A mean score of 3.59 imply that most of the respondents agreed while a standard deviation of 1.249 implies that there was no consensus in the responses. This implies Uganda Breweries Limited has good relationships with customers and this can be attributed to well-structured organisation performance (Emmanuel et al., 2023). According to Kehinde, Jegede, and Akinlabi, (2012), organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Accordingly, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. As such, by having good relationships with its customers an organisation can easily enhance upon its level of profit, market share and product quality (Turyatamba et al., 2022).

On the statement “Uganda Breweries Limited offers a wide variety of products”, 63.7% of the respondents agreed, 24.1% strongly agreed, 0.9% were uncertain and 10.0% disagreed. A mean score of 3.57 was obtained which implies that respondents agreed that Uganda Breweries Limited offers a wide variety of products while a standard deviation of 1.208 implies that there was no consensus in responses.

On the statement “Customers receive incentives from Uganda Breweries Limited”, 27.7% of the respondents agreed, 29.7% strongly agreed, 18.9% were uncertain and 24.1% disagreed. A mean score of 3.63 was obtained and this implies that most of the respondents agreed with the statement while a standard deviation of 1.147 implies that there was no consensus in responses. This implies that Customers receive incentives from Uganda Breweries Limited.

On the statement “Customers value Uganda Breweries Limited because it has efficient service”, 37.7% of the respondents agreed, 34.9% strongly agreed, 5.2% were uncertain and 22.2% disagreed. A mean score of 3.75 was obtained and this implies that most of the respondents agreed with the statement while a standard deviation of 1.147 implies that there was no consensus in responses. This implies that Customers value Uganda Breweries Limited because it has efficient service. This is in agreement with Koellinger (2015) that firms who use ICT more intensively are more productive, grow faster, invest more, and are more profitable. ICTs can improve efficiency and increase productivity by different ways including, improving efficiency in resource allocation, reducing transaction costs, and technical improvement, leading to the outward shifting of the production function.

On the statement “Uganda Breweries Limited staff listen and are sensitive to customers’ needs”, 45.3% of the respondents agreed, 37.3% strongly agreed, 14.6% disagreed and 2.8 strongly disagreed. A mean score of 3.61 was obtained which implies that respondents agreed that Customers see little advantage in switching to other companies other than Uganda Breweries limited while a standard deviation of 1.285 implies that there was no consensus in responses. This finding concurs with Gonzalez & Melo (2018) that firms can use digital capabilities to create common knowledge, such as sharing information regarding organizational processes. Such dynamic capabilities improve communication channels and thus enable the optimization of acquisition and subsequent assimilation and transfer of knowledge.

On the statement “There is convenient accessibility to Uganda Breweries Limited products”, 46.2% of the respondents agreed, 23.1% strongly agreed, 6.1% were uncertain and 24.5% disagreed. A mean score of 3.56 was obtained and this implies that most of the respondents agreed with the statement while a standard deviation of 1.255 implies that there was no consensus in responses. This implies that there is convenient accessibility to Uganda Breweries Limited products. This is in agreement with Kimani (2015) that the use of technology can lead to increased personal control, flexibility and competent use of information. Therefore, increased knowledge can lead to better productivity.

On the statement “Customers value Uganda Breweries Limited because of its flexible company policy”, 45.3% of the respondents agreed, 18.9% strongly agreed, 24.5% disagreed and 11.3 strongly disagreed. A mean score of 3.56 was obtained and this implies that most of the respondents agreed with the statement while a standard deviation of 1.336 implies that there was no consensus in responses. This implies that Customers value Uganda Breweries Limited because of its flexible company policy. This is in agreement with Ongori & Migiro (2010) that ICT-solutions help enterprises to increase their productivity and achieve higher business performance.

On the statement “Customers choose our products because they think Uganda Breweries Limited is able to meet consumers’ expectations”, 60.4% of the respondents agreed, 26.4% strongly agreed, 0.9% were uncertain and 12.8 disagreed. A mean score of 4.25 was obtained and this implies that most of the respondents agreed with the statement

while a standard deviation of 0.869 implies that there was consensus in responses. This implies that customers choose Uganda Breweries Limited products because they think are able to meet their expectations.

On the statement “Customers are given what they want at Uganda Breweries Limited”, 49.1% of the respondents agreed, 42.5% strongly agreed, 7.5% disagreed and 0.9% strongly disagreed. A mean score of 3.99 was obtained and this implies that most of the respondents agreed with the statement while a standard deviation of 0.9 implies that there was consensus in responses. This implies that customers are given what they want at Uganda Breweries Limited. This finding concurs with Kimani (2015) the use of technology can lead to increased personal control, flexibility and competent use of information. Therefore, increased knowledge can lead to better productivity.

On the statement “Uganda Breweries Limited tries to satisfy the customer wants”, 62.3% of the respondents agreed, 22.6% strongly agreed, 13.2% not sure and 1.9% strongly disagreed. A mean score of 3.91 was obtained and this implies that most of the respondents agreed with the statement while a standard deviation of 0.959 implies that there was consensus in responses. This implies that Uganda Breweries Limited tries to satisfy the customer wants. According to Attewell & Rule et al. 1984 as cited by Kimani (2015) organisations increasingly use information communication technology to develop solutions to business problems, to improve both the efficiency and effectiveness of the decision-making process, to enhance productivity and service quality, to achieve dynamic stability, and compete for new markets in a way satisfying customer wants respectively.

On the statement “Customers of Uganda Breweries Limited like the quality of Uganda Breweries Limited Products”, 39.6% of the respondents agreed, 33.3% strongly agreed, 13.2% 24.5 disagreed and 2.8% strongly disagreed. A mean score of 3.89 was obtained and this implies that most of the respondents agreed with the statement while a standard deviation of 1.024 implies that there was no consensus in responses. This implies that Customers of Uganda Breweries Limited like the quality of Uganda Breweries Limited Products.

On the statement “Customers derive satisfaction from Uganda Breweries Limited products”, 53.8% of the respondents agreed, 25.5% strongly agreed, 0.9% not sure, 18.0% disagreed and 1.9% strongly disagreed. A mean score of 3.88 was obtained and this implies that most of the respondents agreed with the statement while a standard deviation of 1.007 implies that there was no consensus in responses. This implies that Customers derive satisfaction from Uganda Breweries Limited products.

Summary of findings

The study set out to establish the relationship between effort expectancy and organizational performance in in Uganda Breweries Limited. The findings of the study in table 4.15 above show the relationship between effort expectancy and organizational performance (dependent variable). It shows that through bivariate means, the correlation between effort expectancy and organizational performance is $(r) = 0.541$. This implies that there is a moderate positive relationship between the two variables since the significant

value effort expectancy results into a corresponding positive change in organizational performance in Uganda Breweries Limited and vice versa. Cela (2015) argues that Technology drives change, and change demands technology. Certainly, Information and Communication Technology (ICT) has favoured a multiplicity of changes in several industries. As such, ICT-solutions help enterprises to increase their productivity and achieve higher business performance over time (Ongori & Migiro, 2010).

The Regression results as presented in table 2 above show the, adjusted R square value of 0.329, it implies that effort expectancy only contributes 29.0% towards organizational performance in Uganda Breweries limited, the remaining 71% of Organizational performance is influenced by other factors. This thus shows that there is a relationship between effort expectancy and organizational performance in Uganda Breweries Limited. Ongori & Migiro (2010) brought out the fact that ICT-solutions help enterprises to increase their productivity and achieve higher business performance.

Results of the study in table 3 above indicate that the regression model predicts the dependent variable significantly well. There is a statistical significance of the regression model indicated by $F = 87.103$ and $Sig = 0.000$ which is less than 0.05. This is also supported by the regression mean square value of 20.533 compared to the residual mean square of 0.236 which is significant to zero. This thus confirms that, there is a relationship between effort expectancy and organizational performance in Uganda Breweries Limited. Conforming to the Technology Acceptance Model that the use of technology can lead to increased personal control, flexibility and competent use of information. As such, ICT-solutions help enterprises to increase their productivity and achieve higher business performance (Cela, 2015). Thus, at Uganda Breweries limited, ICT has eased use of products and this has a direct impact on the performance of the organisation.

Conclusion

The study concludes that; there is a correlation between effort expectancy and organizational performance considering $(r) = 0.541$. This implies that there is a moderate positive relationship between the two variables since the significant value effort expectancy results into a corresponding positive change in organizational performance in Uganda Breweries Limited and vice versa. Thus, this implies that there is a statistical relationship between effort expectancy and organizational performance in Uganda Breweries Limited.

Recommendation

There is strong evidence that effort expectancy is a direct determinant of behavioral intention to use ICT. Information and Communications Technology provides increased savings, increased efficiency, improved service delivery, low transaction costs, and improved market performance to the organization that invests in ICT.

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