
Drivers Of Ict Acceptance And Organizational Performance; A Perspective Of Uganda Breweries

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Abstract

The main aim of this study was to examine the influence of drivers of ICT acceptance on organizational performance: A Perspective of Uganda Breweries Limited. The objectives of the study were to; establish the influence of facilitating conditions on organizational performance; investigate the relationship between performance expectancy and organizational performance; and : to assess the effect of effort expectancy and organizational performance of Uganda breweries Limited. The study adopted both descriptive and cross-sectional research designs with both qualitative and quantitative methods of data collection and was carried out at Uganda breweries Limited Kampala Main Branch. The study population was 248 out of which a sample of 186 respondents was selected as study sample and it was randomly and purposively selected. Questionnaires and interviews were used as data collection methods. The results of the study revealed a very strong positive and significant correlation between facilitating conditions and organisation performance ($r= 0.980$, $p=0.000$), a moderate significant relationship between performance expectancy and organisation performance ($r= 0.577$, $p= 0.000$), and a moderate positive significant relationship between effort expectancy and organisation performance ($r=0.541$, $p=0.000$). In conclusion, the findings of the study indicate that facilitating conditions, performance expectancy and effort expectancy are influential factors of organisation performance in Uganda Breweries limited. The study therefore recommends that; management of Uganda Breweries Limited should work towards achieving its goals through employees' retention, wide-range management style, internal work motivation, greater commitment, job satisfaction and career opportunities which are significant effects on organizational success.

Key words: Drivers Of Ict Acceptance And Organizational Performance

Background to the Study

Many organizations today rely on ICT and continue to make significant investments in ICT to enable their strategic and operational practices (Bowen et al. 2007). These include public sector organizations, which are defined as the part of economic and administrative life that deals with the performance of government employees (F. Christopher, Moses, et al., 2022). These organizations are vital to the socio-economic development of the country and the prosperity of its people, and therefore efforts to maintain and improve the performance of public servants are commendable.

Venkatesh et al. (2003) theorized that facilitating conditions are a direct determinant of actual usage behavior. However, other existing models of technology acceptance, such as DTPB, posit enabling conditions as a direct antecedent of both behavioral intention and actual usage behavior. Many empirical studies in the literature have confirmed the claim that facilitation conditions influence students' behavioral intention to use technology for learning and research (Emmanuel et al., 2023). Also, other articles in the literature have shown support for facilitating conditions to have a significant effect on students' actual use of ICT for learning and research (F. Christopher, Moses, et al., 2022). Moreover, facilitating conditions influence both behavioral intentions and actual use of ICT. DeLong and McLean's updated information systems success model assumes that service quality has a direct effect on user satisfaction, which in turn affects intention to use. Thus, employees are satisfied when they are provided with a comfortable learning environment (Emmanuel et al., 2023).

Performance expectancy (PE) used in UTAUT (Venkatesh et al. 2003), TAM2, and Combined TAM and TPB (C-TAM-TPB) has been postulated as a strong direct determinant of behavioral intention. Recent studies have provided strong evidence to support this claim (Ntirandekura et al., 2022). Similarly, performance expectancy, which is also perceived as utility, has been shown to have a positive relationship with current. Performance expectancy is defined and used in this study as: The degree to which an individual or group of people expects to be proficient in their work or education when they use technology (Anthony et al., 2023). Expected performance is expected to significantly determine employees' intention to use ICT and their actual learning and research behavior. From this evidence, it is a good basis to use performance expectancy as a direct determinant of employees' behavioral intention to use ICT and actual use in this study.

Statement of the problem

Despite being a leading spirits producer and distiller, the proud steward of the world's leading spirits brands and two of the world's largest spirits brands, Johnnie Walker and Smirnoff, and 20 of the world's top 100 spirits brands, including some of the world's leading whiskies. , stouts, beers and gins, Uganda Breweries Limited (UBL) continues to struggle with declining customer satisfaction, for example, as evidenced by the ongoing decline in customer loyalty, increasing customer attrition, attrition and churn over the years (Gracious, 2023).

According to UBL's annual report, due to slow network which is on and off, limited skills among staff and limited access to computer have been a barrier to access services and perform activities such as order request generation, order fulfillment, stock inventory. request timely notes, credit and debit notes, customer invoices, payments and objections and appeals through the Internet at various UBL branches (Derrick et al., 2023).

According to the UBL Annual Report (2021), clients repeatedly complain about delayed service delivery and order fulfillment, while employees complain about the network's slow processing speed. The report pointed out that it was common for the network to be down for a day as the connection speed was sometimes slow for the internet. There is concern that if the company does not address the issue, customers may lose trust and confidence in UBL. The study therefore seeks to analyze the drivers of ICT adoption and organizational performance: a Uganda Breweries Limited perspective (Bank et al., 2023).

Although Uganda Breweries (UBL), the Ugandan arm of EABL, contributes less than one-third of EABL's revenue, its contribution to the group's net sales fell from 21% last year to 17% in the year ended June 30, 2019. The decline is blamed on increased competition, which focused on UBL's core brands that managed to maintain market share and increase net sales on Bell and Uganda Waragi at a high cost in terms of marketing spend (Oscar et al., 2023). Although volumes rose 23%, net sales fell 2%, while marketing spend rose a whopping 11%. As a result, UBL suffered an operating loss of 44% and a 31% loss in profit compared to last year.

It is against this background that the study tries to evaluate the influence of driving forces of ICT adoption on organizational performance from the perspective of Uganda Breweries Ltd.

General Objective

The general objective of the study was to assess the influence of drivers of ICT acceptance on organizational performance in Uganda: a perspective of Uganda breweries.

Specific Objectives

1. To establish the influence of facilitating conditions on organizational performance: a perspective of Uganda breweries.
2. To investigate the relationship between performance expectancy and organizational performance: a perspective of Uganda breweries.
3. To assess the relationship between effect of effort expectancy and organizational performance: a perspective of Uganda breweries.

Methodology

The study adopted a descriptive and cross-sectional design with both qualitative and quantitative methods of data collection and analysis to allow triangulation. The descriptive research design refers to describing characteristics of a population or phenomenon being studied while not answering questions about how/when/why the characteristics occurred. Descriptive research design was selected because it has the advantage of producing good number of responses from a wide range of people. Also, this design provides a meaningful and accurate picture of events explaining people's perceptions and behavior on the basis of the data collected. This design helps to find views as they are in their natural setting. On the other hand, cross-sectional study refers to an observational design where researchers record information about subjects without manipulating the study environment in a specific period of time using a cross section of respondents. A cross-sectional design was preferred because it provides a shot of the outcome of a phenomenon and the characteristics associated with it at a specific point in time (Barratt and Kirwan, 2009). Quantitative methods were used to quantify data in order to describe current conditions and to investigate the relationship between the variables based on the data that was collected. Data on observable behavior of samples then subjected these data to statistical analysis. The study was conducted at Uganda Breweries Ltd. The researcher chose Uganda Breweries because of her passion for Uganda Breweries Ltd and her interest to understand how ICT adaptation at Uganda Breweries Ltd had influenced performance at the company for the past 10 years. The study worked with a sample of the population that was selected to be representative of the population. Sekaran (2016) observes that collecting data from the entire population would be practically impossible and it would be very difficult to examine every element in the population. In addition, it was prohibitive in terms of time, cost, and other resource inputs. Study of a sample is therefore likely to produce more reliable and quick results because fewer errors resulted during the data collection exercise. The sample size was drawn from Uganda Breweries Management staff, operational staff, support staff and suppliers/distributors using Neumann (2000) FORMULA.

The distribution of the respondents is as shown in the table 1 below:

Table 1: Sampling Structure

Category of respondents	Target population	Actual sample size	Sampling technique	Research instrument
Management staff	11	8	Simple random	Interview guide
Operational staff	37	28	Simple random	Questionnaire
Support workers	15	11	Simple random	Questionnaire
Suppliers/distributors	185	139	Simple random	Questionnaire
Total	248	186		

Source: Neumann (2000) FORMULA.

The sample size of respondents was calculated using Neumann (2000) formula as follows.

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

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Where: n = sample size, N = target population

e = level of significance = $e = 0.05 = e^2 = (0.05)^2 = 0.0025$

$$n = \frac{248}{1+248(0.0025)} = 186$$

The researcher therefore, had a sample from Uganda Breweries management staff, operational staff, support workers and suppliers/distributors. The participants included 8 management staff, 28 operational staff, 11 support workers and 139 suppliers/distributors respectively.

A simple random sampling method was employed in this study to sample the respondents. Simple random sampling is a sampling technique where every item in the population has an even chance and likelihood of being selected in the sample. Simple random sampling was therefore used to identify management staff, operational staff, support workers and suppliers/distributors ensuring that all members in this category had an equal chance of being selected to avoid bias. Here the selection of items completely depended on chance or by probability (Bhat, 2018). The researcher therefore used this method because every sample would have the same probability of being chosen. Data was obtained from both primary and secondary sources. Primary data was obtained by using closed questionnaires that were given to support workers and suppliers/distributors and interviews that were conducted with the top management: the General Manager, Divisions Sales Manager, Regional Sales Manager, Depot Manager, IT Manager, Sales Director, Managing Director Distributorship and Finance/Administration Manager respectively. Secondary data was obtained by use of a documentary review checklist. Questionnaires were used to collect data from respondents at Uganda Breweries Ltd. Questionnaires were randomly distributed to respondents. The questionnaire was used in this case because it has proved to be an invaluable method of collecting a wide range of information from a large number of individuals (Sekaran, 2016). The questionnaire is popular because the respondents filled the questionnaire at their own convenience and are appropriate for large samples. The questionnaire was designed with both open and closed ended questions (Amin, 2005). The questionnaires were semi-structured in nature embracing both open and closed ended questions. The closed ended questions were anchored onto a 5- point likert scale of 5: Strongly agree; 4: agree; 3: Not sure; 2: disagree; 1: strongly disagree; which allowed respondents to choose from a set of alternatives. Questionnaire were piloted as recommended by Saunder and group in 2003 who wrote that, piloting helps to ensure validity and reliability as well as to refine the questionnaire so that respondents have no problem in answering the questions (Saunder et al, 2003). Quantitative data was processed by use of Stata where it was edited, coded, entered, and then presented in comprehensive tables showing the responses of each category of variables. Tables were used to check validity of findings. Coding of data was undertaken manually and entered into computer using Excel and Stata. Qualitative data was processed by organised, edited for spelling mistakes and cross checked to establish the different issues arising the research in order to classify respondents' views into meaningful form of information. Quantitative data analysis involved use of descriptive statistics in Stata. Descriptive statistics entailed determination of measures of central tendency such as mean, median; measures of dispersion such as standard deviation; frequency distributions and mean scores. Data was processed by editing, coding, entering, and then presented in comprehensive tables showing the

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responses of each category of variables using SPSS & STATA (Nelson et al., 2022). Qualitative data analysis involved both thematic and content analysis, and, was based on how the findings related to the research questions. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Thematic analysis was used to organize data into themes and codes were identified (Sekaran, 2016). After data collection, information of same category was assembled together and their similarity with the quantitative data created, after which a report was written. Qualitative data was interpreted by composing explanations or descriptions from the information. The qualitative data was illustrated and substantiated by quotation or descriptions.

RESULTS

Table 1: Descriptive Statistics on Facilitating Conditions and Organizational Performance

Statement	1	2	3	4	5	Mean	S.DV
Employees at Uganda Breweries have basic knowledge and training necessary to use computers and related ICTs to accomplish tasks.	0 0%	11 5.7%	21 11.3%	60 32.1%	94 50.9%	4.11	1.211
At Uganda Breweries Workshops are held to help embed the employees with new ICT skills	17 9.0%	23 12.3%	3 1.9%	87 46.7%	56 30.2%	3.77	1.254
Experience can lead to greater familiarity with the technology.	11 6.1%	24 13.3%	1 0.5%	101 54.3%	49 26.4%	3.93	1.051
The management of Uganda Breweries Limited gives Technical support to employees on matters related to ICT	3 1.4%	5 2.8%	0 0%	78 42.0%	100 53.8%	4.44	.767
There is an ICT policy at Uganda Breweries Limited which is effectively being utilized	6 3.3%	36 19.3%	14 7.5%	67 35.8%	63 34.0%	3.78	1.201
The company computer based ICTs and related equipments at Uganda Breweries have Technical user manuals to guide on technical related aspects.	0 0%	1 0.5%	0 0%	53 28.8%	132 70.8%	4.70	.490
Uganda Breweries Limited Employees have resources available in the organisation/home to use computers and related ICTS for work performance.	0 0%	0 0%	9 4.7%	137 73.6%	40 21.7%	4.17	.486
Men tend to rely less on facilitating	0	1	0	185	0	3.99	.137

Statement	1	2	3	4	5	Mean	S.DV
conditions when considering use of a new technology while women tend to place greater emphasis on external supporting factors	0%	0.5%	0%	99.5%	0%		
Gender, age and experience have a joint impact on the link between facilitating conditions and intention while Older consumers tend to face more difficulty in processing new or complex information.	0 0%	1 0.5%	0 0%	79 42.5%	106 57.1%	4.56	.525
Average, overall; Mean & SD.						4.16	0.791

Source: Primary Data (2023)

Results of the study as presented in table 1 above illustrates descriptive statistics on; statement that “Employees at Uganda Breweries have basic knowledge and training necessary to use computers and related ICTs to accomplish tasks”; 32.1% of the respondents, 50.9% strongly agreed, 11.3% were not sure and 5.7% disagreed (Alex & Kazaara, 2023). This statistic specifies agreement among the respondents that, the employees of Uganda Breweries Limited main branch have basic knowledge and training necessary to use computers and related ICTs to accomplish tasks. A mean score of 4.11 was obtained implies that majority respondents agreed with the statement whereas a standard deviation of 1.211 implies that there was no consensus in responses. This generally implies that employees of head office at Uganda Breweries Limited have basic knowledge and training necessary to use computers and related ICTs to accomplish tasks (Ntirandekura & Alex, 2022). This finding is in line with Alba and Hutchinson (2016) who showed that greater experience can lead to greater familiarity with the technology and better knowledge structures to facilitate user learning, thus reducing user dependence on external support.

On the statement “Uganda Breweries workshops are held to help embed the employees with new ICT skills”; 46.7% of the respondents agreed, 30.2% strongly agreed, 1.9% were not sure, 12.3% disagreed while 9.0% strongly disagreed with the statement. This statistic stipulates agreement among the respondents that Uganda Breweries Limited Main Branch workshops are adequately held to help embed the employees with new ICT skills. This was further supported by a mean score of 3.77 which indicates the level of agreement among respondents while a standard deviation of 1.254 implies that there was no consensus in responses. According to (Wegulo et al., 2023), employees are satisfied when provided with a comfortable learning environment. Similarly, Lee (2010) reported that when employees feel supported to use ICT to manage their own work progress, they display a positive level of satisfaction.

On the statement “Experience can lead to greater familiarity with the technology”; 54.3% of the respondents agreed, 26.4% strongly agreed, 0.5% was not sure, 13.3% disagreed while 6.1% strongly disagreed. This statistic indicates moderate agreement among the respondents that experience can lead to greater familiarity with the technology. This was further confirmed by a mean score of 3.93 which implies that majority of the respondents agreed as well as a

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standard deviation which stands 1.051 which implies that there as consensus in responses. As stated by Alba and Hutchinson (2016) greater experience can lead to greater familiarity with the technology and better knowledge structures to facilitate user learning, thus reducing user dependence on external support as it is with Uganda Breweries Limited.

On the statement “The management of Uganda Breweries Limited gives Technical support to employees on matters related to ICT” 53.8% of the respondents strongly agreed and 42.2% agreed respectively, 2.8% disagreed while 1.4% strongly disagreed. A mean score of 4.44 was obtained implies that majority of the respondents strongly agreed with the statement whereas a standard deviation of 0.767 implies that there was no consensus in responses (F. Christopher, Komunda, et al., 2022). This thus implies that Uganda Breweries Limited constantly gives Technical support to employees on matters related to ICT in order to improve organisation performance. This finding is concurring with Venkatesh, et. al. (2013) that users with less experience or familiarity will depend more on facilitating conditions yet, gender, age and experience have a joint impact on the link between facilitating conditions and intention. Gender differences in task orientation and emphasis on instrumentality will become more pronounced with increasing age. As people become older, particularly from teenagers to adults, the differentiation of their gender roles will be more significant.

On the statement “There is an ICT policy at Uganda Breweries Limited which is effectively being utilized”; 34.0% of the respondents strongly agreed and 35.8% agreed respectively, 7.5 % were not sure while 22.3% of the respondents in total disagreed with the statement. A mean score of 3.78 was obtained which implies that majority of the study respondents agreed whereas a standard deviation of 1.201 implies that there was no consensus in responses (T. Christopher, 2022). Since majority of the respondents agreed, this implies that Uganda Breweries Limited has an ICT policy at in place and it us effectively being utilized. To support this finding, Lee, Y.H., (2010) demonstrated that when employees feel supported to use ICT in their own day-to-day operations, they display a positive level of satisfaction.

On the statement “The company computer based ICTs and related equipments at Uganda Breweries have Technical user manuals to guide on technical related aspects”; 28.8% of the respondents agreed and 70.8% strongly agreed respectively and 0.5% disagreed with the statement. The results of the study specify moderate agreement among the respondents that Uganda Breweries Limited company computer based ICTs and related equipments have Technical user manuals to guide on technical related aspects. This is further was supported by a mean score of 4.70 which also indicates strong degree of agreement among the respondents whereas a standard deviation of 0.490 implies that there was much consensus in responses.

On the statement “Uganda Breweries Limited Employees have resources available in the organisation/home to use computers and related ICTS for work performance”; 73.6% of the respondents agreed, 21.7% strongly agreed and 4.7% were not sure with the statement. These findings indicate that majority of the respondents agreed that Uganda Breweries Limited Employees have resources available in the organisation/home to use computers and related ICTS for organisation work performance (F. Christopher, Moses, et al., 2022). This was further supported by a mean score of 4.17 which indicates high level of agreement amongst the respondents whereas a standard deviation of 0.486 implies

that there was consensus in responses. According to Bibheti (2008) cited in Salou, Adeniji and Oyewunmi (2014) 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 which have significant and important effects on organizational success (Moses et al., 2022). Given therefore that Uganda Breweries Limited employees have resources available in organization/home to use computers and related ICTs for work performance enables them to easily achieve their goals.

On the statement "Men tend to rely less on facilitating conditions when considering use of a new technology while women tend to place greater emphasis on external supporting factors" 99.5% of the study respondent agreed while 0.5% disagreed with the statement. A mean score of 3.99 was obtained implies that majority of the respondents agreed with the statement whereas a standard deviation of 0.137 implies that there was much consensus in responses. This thus implies that in Uganda Breweries Limited, Men tend to rely less on facilitating conditions when considering use of a new technology while women tend to place greater emphasis on external supporting factors. As stated by Venkatesh and Morris (2013) men more than women, are willing to spend more effort to overcome different constraints and difficulties to pursue their goals, with women tending to focus more on the magnitude of effort involved and the process to achieve their objectives. Therefore, men tend to rely less on facilitating conditions when considering use of a new technology whereas women tend to place greater emphasis on external supporting factors. This can also be explained partly by the cognitions related to gender roles in society where men tend to be more task-oriented than the women.

On the statement "Gender, age and experience have a joint impact on the link between facilitating conditions and intention while older consumers tend to face more difficulty in processing new or complex information"; 57.1% of the respondents strongly agreed and 42.5% agreed respectively whereas 0.5% disagreed. A mean score of 4.56 was obtained which implies that majority of the study respondents strongly agreed whereas a standard deviation of 0.525 implies that there was much consensus in responses. Since majority of the respondents strongly agreed with the statement, this implies that gender, age and experience have a joint impact on the link between facilitating conditions and older consumers tend to face more difficulty in processing new or complex information respectively. According to Plude and Hoyer (2015), as people grow older, they tend to face more difficulty in processing new or complex information, thus affecting their learning of new technologies. This difficulty may be attributed to the decline in cognitive and memory capabilities associated with the aging process as such; older consumers tend to place greater importance on the availability of adequate support (Venkatesh et. al., 2013) as was clearly revealed from the findings of the study at Uganda Breweries Limited.

Table 2: Descriptive Statistics on Performance Expectancy and Organizational Performance of Uganda Breweries limited

Statement	1	2	3	4	5	Mean	S.DIV
At early ages there is no significant	11	42	5	91	37	3.55	1.201

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Statement	1	2	3	4	5	Mean	S.DIV
difference between men and women in using computers	5.7%	22.6%	2.8%	49.1%	19.8%		
At later ages, women's interest to computers wanes	2 0.9%	55 29.7%	0 0%	56 46.2%	37 20.8%	3.54	1.170
I have used computers and related ICTs and equipment a lot in the past 4 weeks	4 2.4%	68 36.8%	2 0.9%	86 46.2%	26 13.7%	3.32	1.173
I plan to use computer and related ICTs in the next 6 months.	11 6.1%	0 0%	55 29.7%	88 47.2%	32 17.0%	3.59	1.244
Employees' contribution at Uganda Breweries is now felt given the computerization of the system.	3 1.9%	10 5.7%	2 0.9%	140 80.4%	19 10.6%	3.98	0.924
Workers at Uganda Breweries work with great enthusiasm given the availability of ICT facilities	2 0.9%	49 26.4%	0 0%	95 51.4%	39 21.2%	3.65	1.119
I will continue to use computer and company related ICTs on a daily basis and in future	0 0%	13 6.1%	13 6.1%	100 47.2%	86 40.6%	3.86	1.119
Adequate number of staff at Uganda Breweries is employed in the ICT Department.	6 2.8%	52 24.5%	0 0%	84 39.6%	70 33.3%	3.75	1.230
Overall Average score						3.66	1.147

Source: Primary Data 2023

From the study findings on the statement “At early ages there is no significant difference between men and women in using computers”, 49.1% of the respondents agreed, 19.8% strongly agreed, 2.8% were not sure, 22.6% disagreed and 5.7% strongly disagreed respectively. A mean score of 3.55 was obtained which implies that majority of the study respondents agreed where as a standard deviation of 1.201 implies that there was much consensus in responses. This implies that at Uganda Breweries Limited, there is no significant difference between men and women in using computers at early ages (Tasha et al., 2023). This finding concurs with Bandura (2015); Compeau and Higgins (2015) who assert that there is no significant difference between boys and girls in using computers and as such, the predictive effect of performance expectancy is mediated by age, gender and experience.

On the statement “At later ages, women's interest to computers wanes”, 46.2% of the respondents agreed, 20.8% strongly agreed, 29.7% disagreed and 0.9% strongly disagreed. A mean score of 3.54 was obtained which implies that

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majority of respondents on average agreed with the statement whereas a standard deviation of 1.170 implies that there was no consensus in responses. This thus implies that at Uganda Breweries Limited, women's interest to computers wanes at later ages. Conforming to Bandura (2015) that, at early ages there is no significant difference between boys and girls in using computers however, at later ages, women's interest wanes.

On the statement "I have used computers and related ICTs and equipment a lot in the past 4 weeks", 46.2% of the respondents agreed, 13.7% strongly agreed, 0.9% were not sure, 36.8% disagreed and 2.4% strongly disagreed. A mean score of 3.32 imply that most of the respondents were not certain with the statement while a standard deviation of 1.173 implies that there was no much consensus in responses. This means that, in Uganda Breweries Limited regular usage of computers and related ICTs and equipment is not well implemented by all employees and this contributes to low ICT performance from the employees hence deteriorating organisation performance. According to Compeau and Higgins (2015), performance expectancy is the strongest predictor of intention. As such, employees in Uganda Breweries Limited must be enabled to use computers and related ICTs equipment in order to improve organisation performance.

On the statement "I plan to use computer and related ICTs in the next 6 months", 47.2% of the respondents agreed, 17.0% strongly agreed, 29.7% were not sure and 6.1% strongly disagreed. A mean score of 3.59 imply that majority of the study respondents agreed while a standard deviation of 1.244 implies that there was no consensus in responses. This thus implies that at Uganda Breweries limited, most of the employees have plans of using computer and related ICTs in the next 6 months which will enhance organisation performance at Uganda Breweries Limited. As stated by Duffy (2002); Weill & Ross (2004) and Bowen et al. (2007), in order for organisation today to attain their strategic and operational practices, they must make significant ICT investments. As such, from the responses above, it is clearly evidenced that in the next 6 months, Uganda Breweries Limited is planning to make significant ICT investment to enable easy access of its employees the computer consequently improving organisation performance.

On the statement "Employees' contribution at Uganda Breweries is now felt given the computerization of the system", 80.4% of the respondents agreed, 10.6% strongly agreed, 0.9% were not sure and 5.7% disagreed and 1.9 strongly disagreed. A mean score of 3.98 imply that most of the respondents agreed with the statement whereas a standard deviation of 0.924 implies that there was consensus in response. Bibheti (2008) cited in Salou, Adeniji and Oyewunmi (2014) states that 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 which have significant and important effects on organizational success. Hence, 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 which in return gives them value proposition (Yusuf 2013).

On the statement "Workers at Uganda Breweries work with great enthusiasm given the availability of ICT facilities", 51.4% of the respondents agreed, 21.2% strongly agreed, 26.4% disagreed and 0.9% strongly disagreed. A mean score of 3.65 was obtained which implies that most respondents agreed with statement whereas a standard deviation of 1.119 implies that there was no consensus in responses. Since majority of the respondents agreed with the statement, it implies

that at Uganda Breweries limited, employees work with great enthusiasm given the availability of ICT facilities and this leads to a reduction on the costs of production and improvement in organisation performance respectively.

On the statement “I will continue to use computer and company related ICTs on a daily basis and in future”, 47.2% of the respondents agreed, 40.6% strongly agreed, 6.1% disagreed and 6.1% strongly disagreed. A mean score of 3.86 was obtained which implies that majority of the study respondents agreed with the statement while a standard deviation of 0.7119 implies that there was consensus. Since majority of respondents agreed, this implies that at Uganda Breweries Limited computer and company related ICTs will continue to be used on a daily basis and in future by the employees of the company.

On the statement “Adequate number of staff at Uganda Breweries is employed in the ICT Department.”, 39.6% of the respondents agreed, 33.3% strongly agreed, 24.5% disagreed and 2.8 strongly disagreed. A mean score of 3.75 was obtained which implies that most of the respondents agreed with the statement while a corresponding standard deviation of 1.230 implies that there was no consensus in responses. This implies that at Uganda Breweries Limited an adequate number of staff is employed in the ICT Department hence contributing to enhanced organisation performance. Agreeing with Duffy (2002); Weill & Ross (2004) and Bowen et al. (2007) that in order for organisation to attain their strategic and operational practices, they must make significant ICT investments. Generally, respondents agreed to a moderate degree that there is an agreement between performance expectancy and organizational performance in Uganda Breweries Limited with an overall mean score of 3.66. The overall standard deviation of 1.147 means that there was no consensus in the responses.

Table 4: Descriptive Statistics on Effort Expectancy and Organizational Performance

Statement	1	2	3	4	5	Mean	S.DIV
Effort expectancy changes over time	0 0%	41 22.2%	10 5.2%	70 37.7%	65 34.9%	3.75	1.284
System computerization has made work less complex at Uganda Breweries	5 2.8%	27 14.6%	0 0%	85 45.3%	69 37.3%	4.00	1.104
Tasks are completed faster at Uganda Breweries with information communication technology	0 0%	46 24.5%	11 6.1%	86 46.2%	43 23.1%	3.56	1.255
Computers and related ICTs are easy and simpler to use for my routine work at Uganda Breweries.	21 11.3%	46 24.5%	0 0%	84 45.3%	35 18.9%	3.56	1.336
ICT has eased use of products at Uganda Breweries Limited	0 0%	23 12.8%	2 0.9%	112 60.4%	49 26.4%	4.25	.869
Overall Average score						3.824	1.170

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From the study findings on the statement “Effort expectancy changes over time”, 37.7% of the respondents agreed, 34.9% strongly agreed, 5.2% were not sure, and 22.62% disagreed. A mean score of 3.75 was obtained which implies that majority of the study respondents agreed where as a standard deviation of 1.284 implies that there was no much consensus in responses. This implies that at Uganda Breweries Limited, effort expectancy changes over time. 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).

On the statement “System computerization has made work less complex at Uganda Breweries”, 45.3% of the respondents agreed, 37.3% strongly agreed, 14.6% disagreed and 2.8% strongly disagreed. A mean score of 4.00 imply that most of the respondents were in agreement with the statement while a standard deviation of 1.173 implies that there was no much consensus in responses. This means that, system computerization has made work less complex in Uganda Breweries limited. This finding concurs with theory of the Technology Acceptance Model (TAM) that the use of technology can lead to increased personal control, flexibility and competent use of information. Hence, increased knowledge of technology can lead to better productivity (Kimani 2015).

On the statement “Tasks are completed faster at Uganda Breweries with information communication technology”, 46.2% of the respondents agreed, 23.1% strongly agreed, 6.1% were not sure and 24.5% disagreed. A mean score of 3.56 was obtained which implies that majority of the study respondents agreed while a standard deviation of 1.255 implies that there was no consensus in responses. This thus implies that at Uganda Breweries limited, tasks were completed faster with information communication technology. Ongori & Migiro (2010) brought out the fact that ICT-solutions help enterprises to increase their productivity and achieve higher business performance.

On the statement “Computers and related ICTs are easy and simpler to use for my routine work at Uganda Breweries”, 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 which implies that majority of respondents on average agreed with the statement whereas a standard deviation of 1.336 implies that there was no consensus in responses. This thus implies that at Uganda Breweries Limited, computers and related ICTs are easy and simpler to use for employee routine work enabling the institution to improve upon its performance.

On the statement “ICT has eased use of products at Uganda Breweries Limited”, 32.1% of the respondents agreed, 32.1% strongly agreed, 8.0% were not sure and 27.8% disagreed. A mean score of 3.52 imply that most of the respondents agreed with the statement whereas a standard deviation of 1.392 implies that there was no consensus in response. This implies that at Uganda Breweries limited, ICT has eased use of products and this has a direct impact on the performance of the organisation. 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).

Conclusion

The study concludes that; there is a significant relationship between facilitating conditions and organizational performance in Uganda Breweries limited considering the Pearson correlation coefficient of $r=0.980$. The positive value of (r) implies that a positive change in facilitating conditions results in a corresponding positive organizational performance and vice-versa. Therefore, research objective one was achieved and research question one was answered.

Recommendation.

The study recommends that the management of Uganda Breweries limited should be keen not to set up ICT policies that can negatively affect organisational performance. Uganda Breweries limited should adopt and implement acceptable policies that would result in a significant improvement in organisational performance.

The study recommends that Uganda Breweries Limited needs to have effective supervision of ICT adaptation and utilization both at the head office and its respective branches which should be done frequently. Such supervision will enable Uganda Breweries limited to monitor the performance its employees closely.

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