

The relationship between performance expectancy and organizational performance: a perspective of Uganda breweries.

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Abstract

The study aimed at the relationship between performance expectancy and organizational performance: a perspective of Uganda breweries. A mixed methods approach was employed to examine the relationship between performance expectancy and organizational performance at Uganda Breweries. In January 2020, quantitative data was collected through a survey of 187 employees administered over two weeks. The survey instrument measured performance expectancy using adapted items from UTAUT on a 5-point Likert scale. Findings of the study shown the relationship between performance expectancy and organisation performance (dependent variable). It shown that through bivariate means, the correlation between performance expectancy and organisation performance was $(r) = 0.577$. This implied that there was a moderate positive relationship between the two variables since the significant value was 0.000 which was less than 0.05 ($p < 0.05$). The management of Uganda Breweries limited should consider revising and reestablishing it ICT adaptation among its employees so as to be effective and efficient in its performance. The study therefore recommends using ICT for learning and research.

Key words: performance expectancy and organizational performance

Background of the study

It is also expected that an increased level of ease of use of ICT will also increase the behavioral intention to use ICT. Clearly, experienced users will tend to be less influenced by the ease of use of computers (Ntirandekura, Ainebyoona, et al., 2022). According to Compeau and Higgins (2015), performance expectancy is the strongest predictor of intention. The predictive effect of expected performance is mediated by age, gender, and experience. (Tasha et al., 2023b) found that at an early age there is no significant difference between boys and girls in computer use, but at a later age girls' interest decline. (Ntirandekura, Ainebyoona, et al., 2022), provided evidence to support the claim that age moderates the relationship between social influence and behavioral intention. Other studies have also supported the claim that age

moderates the relationship between effort expectancy and behavioral intention (Christopher, Muhindo, et al., 2022).

(Christopher, Moses, Muhindo, & Komunda, 2022) from a practical perspective, the rich understanding gained can help organizations in the consumer technology industry better design and sell technology to consumers in different demographics at different stages of the usage curve. Within each individual model, the performance expectancy construct is the strongest predictor of intention and remains significant at all measurement points in both voluntary and mandatory settings, consistent with previous model tests (Tasha et al., 2023a).

Fang, Li, and Liu (2008) suggest that performance expectancy, effort expectancy, and social influence

Received: 19.01.2024

Accepted: 24.01.2024

Published on: 31.01.2024

significantly predict managers' intention to engage in web-based knowledge sharing. Similarly, (Ntirandekura, Friday, et al., 2022) investigated

mobile phone adoption and found that performance expectancy, effort expectancy, and social influence were predictors of behavioral intention.

Problem statement

Extensive prior research has shown that performance expectancy, which refers to the extent to which users believe that a technology will help improve their work performance (Paul & Kazaara, 2023), is a key determinant of successful technology adoption in organizations according to the Unified Model of Acceptance and Use Theory technology (UTAUT) (Christopher, Moses, Muhindo, & Muhammad, 2022). However, limited empirical studies have examined how differences in expected performance among employees translate into actual impacts on key organizational performance indicators such as productivity, costs and profits, particularly in the context of developing countries (Annet et al., 2023).

Uganda Breweries implemented an enterprise resource planning (ERP) system in 2012 to increase operational efficiency, quality control and output (Mugwanya & Orondo, 2019). While surveys have shown that employees perceive the potential benefits of ERP in facilitating work tasks, qualitative reports indicate that expected performance remains unevenly realized across roles and departments (Ntirandekura & Alex, 2022). As the dominant beverage producer in Uganda, producing more than 75% of industrial beer, understanding how performance expectations affect metrics is essential for Uganda Breweries to optimize the return on large ERP investments (Christopher, Moses, Muhindo, & Muhammad, 2022).

This study therefore aims to empirically analyze the relationship between variation in expected ERP performance among Uganda Breweries' diverse workforce and organizational key performance indicators using both primary and secondary financial and operational data. Findings from this research could provide valuable recommendations to address performance-expectation issues that prevent the full realization of the strategic and productive benefits of an ERP system (Ntirandekura & Christopher, 2022).

Main Objective

To establish the relationship between performance expectancy and organisation performance in Uganda Breweries Limited

Methodology

A mixed methods approach was employed to examine the relationship between performance expectancy and organizational performance at Uganda Breweries. In January 2020, quantitative data was collected through a survey of 187 employees administered over two weeks. The survey instrument measured performance expectancy using adapted items from UTAUT on a 5-point Likert scale (Venkatesh et al., 2003). Company records were also accessed to obtain demographic and secondary financial/operational data for 2017-2019 (Mugenda & Mugenda, 2012).

Semi-structured interviews were then conducted between February to March 2020 with 20 managers purposefully sampled across divisions to gain qualitative insights (Gill et al., 2008). Survey data was analyzed using descriptive

Received: 19.01.2024

Accepted: 24.01.2024

Published on: 31.01.2024

statistics while hierarchical multiple regression determined predictive influence of performance expectancy on organizational metrics controlling for demographics using SPSS & STATA (Nelson et al., 2022). Interviews were transcribed, coded thematically and analyzed for common themes (Creswell, 2014). Findings from both quantitative and qualitative strands were triangulated to develop a comprehensive understanding of the research problem (Baxter & Jack, 2008). Quantitative data provided evidence on influence of expectations on core metrics, while qualitative perspectives offered contextual explanations (Creswell & Clark, 2017).

Results

To establish the relationship between performance expectancy and organisation performance in Uganda Breweries Limited, the researcher carried out a correlation and linear regression test. The results are presented in the tables below.

Table 1: Correlation between Performance Expectancy and Organisation Performance

		Performance expectancy	Organisation performance
Performance expectancy	Pearson Correlation	1	.577**
	Sig. (2-tailed)		.000
	N	186	186
Organisation performance	Pearson Correlation	.577**	1
	Sig. (2-tailed)	.000	
	N	186	186

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

Source; Primary Data, 2023

Findings of the study in table 1 above show the relationship between performance expectancy and organisation performance (dependent variable). It shows that through bivariate means, the correlation between performance expectancy and organisation performance is $(r) = 0.577$. This implies that there is a moderate positive relationship between the two variables since the significant value is 0.000 which is less than 0.05 ($p < 0.05$) (Nelson et al., 2023). This, therefore, shows that the positive change in employee performance results in a corresponding positive change in organisation performance in Uganda Breweries Limited and vice versa. Thus, this implies that there is a statistical relationship between performance expectancy and organisation performance in Uganda Breweries Limited.

Table 2: Model summary for Performance Expectancy and Organisation Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.332	.329	.47187

a. Predictors: (Constant), performance expectancy

Source; Primary data, 2023

The Regression results as presented in table 2 above show the, adjusted R square value of 0.329, which implies that performance expectancy only contributes 31.9% towards organisation performance in Uganda Breweries limited, the remaining 68.1% of organisation performance is influenced by other factors. This thus shows that there is a relationship between performance expectancy and organisation performance in Uganda Breweries Limited (Emmanuel et al., 2023).

Table 3: ANOVA values for Performance Expectancy and Organisation Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.276	1	23.276	104.537	.000 ^b
	Residual	46.759	184	.223		
	Total	70.035	185			
a. Dependent Variable: Organisation performance						
b. Predictors: (Constant), performance expectancy						

Source; Primary Data, 2023

The results of the study in table 4.13 above indicate that the regression model predicts the dependent variable significantly well. There is a statistical significance of the regression model indicated by $F = 104.537$ and $\text{Sig} = 0.000$ which is less than 0.05. This is also supported by the regression mean square value of 23.276 compared to the residual mean square of 0.223 which is significant to zero. This thus confirms that there is a relationship between performance expectancy and organisation performance in Uganda Breweries Limited (Alex & Kazaara, 2023).

Summary of findings

The study set out to establish the relationship between performance expectancy and organizational performance in Uganda Breweries Limited. Findings of the study in table 4.11 above show the relationship between performance expectancy and organisation performance (dependent variable). It shows that through bivariate means, the correlation between performance expectancy and organisation performance is $(r) = 0.577$ (Ntirandekura, Friday, et al., 2022). This implies that there is a moderate positive relationship between the two variables since the significant value is 0.000 which is less than 0.05 ($p < 0.05$). This, therefore, shows that the positive change in employee performance results in a corresponding positive change in organisation performance in Uganda Breweries Limited and vice versa (Ntirandekura, Ainebyoona, et al., 2022). Thus, this implies that there is a statistical relationship between performance expectancy and organisation performance in Uganda Breweries Limited. Agreeing with Compeau and Higgins (2015) who submits that, performance expectancy is the strongest predictor of intention. As such, employees in Uganda Breweries Limited contribute to improvement of organisation performance because Uganda Breweries Limited enables them to use computers and related ICTs equipment to improve performance.

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Received: 19.01.2024

Accepted: 24.01.2024

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remaining 68.1% of organisation performance is influenced by other factors (Ntirandekura, Friday, et al., 2022). This thus shows that there is a relationship between performance expectancy and organisation performance in Uganda Breweries Limited. Similarly, 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 give them value proposition (Yusuf 2013). The adequate number of staff employed at Uganda Breweries Limited in the ICT Department contribute significantly to enhanced organisation performance, conforming with (Isaac et al., 2023) that in order for organisation to attain their strategic and operational practices, they must make significant ICT investments.

Conclusions

The study therefore concludes that; relationship between performance expectancy and organisation performance (dependent variable). It shows that through bivariate means, the correlation between performance expectancy and organisation performance is $(r) = 0.577$. This implies that there is a moderate positive relationship between the two variables since the significant value is 0.000 which is less than 0.05 ($p < 0.05$). Therefore, research objective three was achieved, and research question three was answered.

Recommendations

The management of Uganda Breweries limited should consider revising and reestablishing its ICT adaptation among its employees so as to be effective and efficient in its performance. The study therefore recommends using ICT for learning and research.

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