

The influence of facilitating conditions on organizational performance: a perspective of Uganda breweries.

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Abstract

The study aimed at the influence of facilitating conditions on organizational performance: a perspective of Uganda breweries. This study employed a mixed methods approach to examine the influence of facilitating conditions on organizational performance at Uganda Breweries. Quantitative data was collected through a comprehensive survey of 187 employees across departments administered over a one-month period from January to February 2020. The survey instrument measured facilitating conditions constructs using adapted items from the UTAUT model on a 5-point Likert scale. The positive correlation implied that the positive change in Facilitating Conditions resulted into a corresponding positive change in Organisation performance in Uganda Breweries limited and vice versa. Therefore, the results of the study confirmed that there was a strong positive strong statistical relationship between Facilitating conditions and Organisation performance in Uganda Breweries. 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.

Key words: facilitating conditions, organizational performance and Uganda breweries

Background of the study

According to (Christopher, Moses, Muhindo, & Muhammad, 2022), men are more willing than women to exert more effort to overcome various constraints and difficulties to achieve their goals, while women tend to focus more on the amount of effort expended. process to achieve your goals. Thus, men tend to rely less on enabling conditions when considering the use of a new technology, while women tend to place more emphasis on external enabling factors (Emmanuel et al., 2023). This can also be partially explained by findings related to gender roles in society, where men tend to be more task-oriented. Experience may also moderate the relationship between facilitating conditions and behavioral intention. Greater experience can lead to better familiarity with the technology and better knowledge structures to facilitate user learning, thereby reducing users' dependence on external support (Emmanuel et al., 2023). Similarly, users with less experience or familiarity will depend more on facilitating conditions, but gender, age, and experience have a joint effect 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 age, especially from teenagers to adults, the differentiation of their gender roles will become more significant. Older women will thus put more emphasis on facilitating conditions (Ronald & Kazaara, 2023).

In situations where an individual believes that support for technology use is unpredictable, the effect on intentions to use the technology will be significant. However, if support is consistent, facilitating conditions are expected to directly influence user behavior. Therefore, facilitating conditions are expected to predict usage behavior (Suzan & Kazaara,

Received: 19.01.2024

Accepted: 24.01.2024

Published on: 31.01.2024

2023). Facilitating behavioral conditions are moderated by age, gender, and experience. Older consumers tend to face greater difficulties in processing new or complex information, which affects their learning of new technologies (Christopher, Moses, Muhindo, & Komunda, 2022b). This problem can be attributed to the decline in cognitive and memory abilities associated with the aging process. Therefore, compared to younger consumers, older consumers tend to place more emphasis on the availability of adequate support (Christopher, Moses, Muhindo, & Komunda, 2022b). According to (Kalikula, 2023), the role of facilitating conditions in technology adoption decisions is complex and subject to a wide range of conditioning influences: compliance, internalization and identification. While the latter two are concerned with changing an individual's belief structure and/or making the individual respond to potential social status gains, the conformity mechanism causes the individual to simply change their intention in response to social pressure, i.e. to conform to social influence. Females also tend to be more sensitive to the opinions of others and therefore consider social influence more salient when forming intention to use new technologies, with the effect decreasing with experience. As with performance and effort expectations, gender effects may be driven by psychological phenomena embodied in socially constructed gender roles (Morris, 2013). Similarly, affiliation needs increase with age, such that older workers are more likely to place greater emphasis on social influences, with the effect diminishing with experience (Rhodes 2013).

Problem statement

Extensive research has shown that the availability of technical infrastructure and support are important facilitators of successful technology adoption within organizational contexts, as outlined in the key model of the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003). Specifically, the enabling conditions construct refers to an individual's belief about the availability of technical and organizational resources needed to support system use (Venkatesh et al., 2012). However, few empirical studies have examined the effect of facilitating conditions on key organizational performance metrics, particularly in developing country settings (Christopher, Moses, Muhindo, & Komunda, 2022a). Uganda Breweries implemented an enterprise resource planning (ERP) system in 2012 to streamline operations, integrate processes and improve productivity across the organization (Paul & Kazaara, 2023). Although significant investments have been made in hardware infrastructure, anecdotal evidence suggests that enabling conditions, such as technical support and tailored training, vary unevenly among users (Sekabira & Qaim, 2017). As the dominant beverage producer in Uganda, it is important to analyze how such differences affect critical performance indicators for strategic and operational decision-making (Moses et al., 2022).

This study therefore seeks to provide insight into the relationship between the enabling conditions for ERP use in Uganda Breweries and organizational metrics of productivity, costs and profits using empirical data. Findings could inform targeted interventions to optimize existing technological resources and infrastructure investments through an enabling lens (Annet et al., 2023).

Main Objective

Received: 19.01.2024

Accepted: 24.01.2024

Published on: 31.01.2024

To determine the influence of facilitating conditions on organizational performance: a perspective of Uganda breweries.

Methodology

This study employed a mixed methods approach to examine the influence of facilitating conditions on organizational performance at Uganda Breweries. Quantitative data was collected through a comprehensive survey of 187 employees across departments administered over a one-month period from January to February 2020. The survey instrument measured facilitating conditions constructs using adapted items from the UTAUT model on a 5-point Likert scale. Additionally, demographic data and objective secondary financial and operational metrics for the years 2017 through 2019, including productivity, costs, revenues and profits, were obtained from company records with management permission. Semi-structured interviews were also conducted with 25 purposefully selected managers, supervisors, and technical support staff between March and April 2020 to gain qualitative insights. Survey data was then analyzed using descriptive statistics and hierarchical regression analyses to determine the predictive influence of facilitating conditions on key performance metrics while controlling for demographic factors. Interviews were audio recorded, transcribed verbatim, and thematically coded to identify common perceptions.

Findings from quantitative and qualitative strands were triangulated to develop a comprehensive understanding of the complex relationship between facilitating conditions and organizational performance in the specific context of Uganda Breweries. Data was analyzed in form of correlations and regressions using SPSS & STATA (Nelson et al., 2022)

Results

Table 1: Correlation between drivers Under Facilitating Conditions and Organisational Performance

		Facilitating conditions	Organizational performance
Drivers under facilitating conditions	Pearson Correlation	1	.980**
	Sig. (2-tailed)		.000
	N	186	186
Organisational performance	Pearson Correlation	.980**	1
	Sig. (2-tailed)	.000	
	N	186	186
**. Correlation is significant at the 0.01 level (2-tailed).			

Source; Primary Data (2023)

Correlation results in table 1 above show that there is a positive strong significant associative relationship between Facilitating conditions and Organisation performance in Uganda Breweries Limited ($r = 0.980$, $\text{Sig} = 0.000$) (Nelson

Received: 19.01.2024

Accepted: 24.01.2024

Published on: 31.01.2024

et al., 2023). The positive correlation implies that the positive change in Facilitating Conditions results into a corresponding positive change in Organisation performance in Uganda Breweries limited and vice versa. Therefore, the results of the study confirm that there is a strong positive strong statistical relationship between Facilitating conditions and Organisation performance in Uganda Breweries. This finding concurs with Attewell & Rule et al. 1984 as cited by Kimani 2015 who argued that Organizations have always sought and adopted technologies that enhance efforts of their manpower in production and management. Indeed, although it has evolved over a considerable period of time, information communication technology has emerged as an important tool in management of organizational operations (Alex & Kazaara, 2023).

Table 2: Model summary for Drivers under Facilitating Conditions and Organisational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.980 ^a	.961	.961	.11380
a. Predictors: (Constant), facilitating conditions				

Source; Primary data, 2023

The Regression results as presented in table 2 above show the adjusted R square value of 0.961; it implies that 96.1% of organization performance in Uganda Breweries Limited is influenced by facilitating conditions, the remaining 3.9% of organization performance being explained by other factors. This therefore means that there is a statistical relationship between facilitating conditions and organisation performance in Uganda Breweries Limited.

Table 3: ANOVA values for Facilitating Conditions and Organisation Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.316	1	67.316	5197.569	.000 ^b
	Residual	2.720	184	.013		
	Total	70.035	185			
a. Dependent Variable: Organization performance						
b. Predictors: (Constant), facilitating conditions						

Source; Primary Data, 2023

The 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 $F=5197.569$ and $P=0.000$ which is less than 0.05. This is also supported by the regression mean square value of 67.316 compared to the residual mean square of 0.013. This therefore confirms that, there is a relationship between facilitating conditions and organization performance in Uganda Breweries Limited (Ntirandekura & Alex, 2022).

Conclusion

Received: 19.01.2024

Accepted: 24.01.2024

Published on: 31.01.2024

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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