Technology Adoption, Employee Engagement and Perceived Job Performance in Uganda Beverage Companies

A case of Hariss International Limited (Riham), Kampala Uganda.

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Declaration

I declare that the work presented in this dissertation is original and a result of my independent research under the guidance of my supervisors. It has never been submitted to any institution of higher learning for any award or academic qualification. Where it involves the work of others, due acknowledgement has been made.

Tusiimemukama Alicitidia

Signed……

Date: …….

Approval

This is to certify that this report has been submitted in partial fulfillment of the requirements for the award of a Masters degree in Organizational Psychology with approval of the University supervisors.

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Dedication

I Tusiimemukama Alicitidia do dedicate this work to my beloved son Peter who endured my absence from home during the period of study. May you grow and appreciate the value of education. I cannot forget my employers and my workmates for the encouragement and support in my education since I started school.

Name: Tusiimemukama Alicitidia

Signed …….

Acknowledgement

I thank the Almighty God for the gift of life and supportive friends. I wish to particularly acknowledge with gratitude, the assistance, guidance and time accorded to me by my supervisors Associate Professor Kagaari James and Dr. Kibedi Henry who encouraged me and critically guided me to get this report to this stage and for not giving up on me.

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Definition of Terms

Technology adoption. Technology adoption involves methods, systems and devices which are the result of scientific knowledge being used for practical purposes. Technology adoption is indicated by perceived ease of use, perceived usefulness, intention to use and actual use.

Perceived ease of use of technology. Perceived ease of use explains the user's perception of the amount of effort required to utilize the system or the extent to which a user believes that using a particular technology will be effortless.

Perceived usefulness of technology. Perceived usefulness involves the extent to which a person believes that using technology would enhance his or her job productivity. Perceived usefulness acts as an antecedent to attitudes towards technology use.

Intention to use technology. Intention to use technology is an individual's readiness to use the technology which is determined by the individual's attitude towards the technology.

User acceptance of technology (Actual use). Actual usage includes factors that influence a person's desire to perform a task such as access to skills training, availability of information or materials, and administrative support.

Employee engagement. Employee engagement refers to the energy or the passion that employees harbor for their jobs and their employer. Engaged employees express high level of vigor, dedication and they are absorbed in their work.

Vigor. Vigor involves increased energy, mental resilience, determination, effort and employees' willingness to invest in the work.

Dedication. Dedication is experienced when the individual takes pride in his or her work, perceives it as significant and feels enthusiastic about it.

Absorption. Absorption is being deeply immersed in one's work when the individual finds it difficult to detach of what he is working. In other words, it is a sense of detachment from ones surrounding, a high degree of concentration on the job and a general lack of conscious awareness of the amount of time spent on the job.

Perceived job performance. This means keeping up plans while aiming for the results (Anitha, 2015). Although performance evaluation is the heart of performance management, performance of an individual or an organization depends heavily on all organizational policies, practices, and design features of an organization (Anitha, 2015). It includes task performance and contextual performance

Task performance. Task performance involves the prescribed roles an employee should comply with in order to attain organizational goals. It is the efficacy with which incumbents perform activities that contribute to the development of the organization's technical core.

Contextual performance. According to Díaz et al. (2016), contextual performance, also called citizenship performance, involves those behaviors not directly related to job tasks, but having a significant impact on organizational, social, and psychological contexts.

Abstract

The study examined the relationship between technology adoption, employee engagement and how they contribute to job performance. The researcher used a cross sectional survey design using a quantitative approach. Convenience sampling design was adopted and the sample size was 240 respondents out of a target population of 650 employees. Data was analyzed using statistical package for social scientists (SPSS). Study findings reveal that there is a significant positive relationship between technology adoption and perceived job performance ($r = .36$, $p \leq .01$); technology adoption and employee engagement ($r = .27$, $p \leq .01$); employee engagement and perceived job performance ($r = .32$, $p \leq .01$). Technology adoption combined with employee engagement significantly predict perceived job performance ($r^2adj = .174$, $F=26.12^{**}$).

The researcher recommends that further research should be carried on technology adoption, employee engagement and perceived job performance because the model explained only 17.4% of these variables. Therefore, a large percentage of the unexplained variance suggests the need for additional research incorporating potential unmeasured variables. The research was limited to a cross sectional research study and the researcher recommends that a longitudinal study should be considered in order to validate the findings.

List of Acronyms

CAM	Computer Aided Manufacturing
ES	Expert Systems
HR	Human Resource
ICT	Information Communication and Technology
IT	Information Technology
PEOU	Perceived Ease of Use
PU	Perceived Usefulness
SPSS	Statistical Package for Social Scientists
TAT	Technology Acceptance Theory
TPB	Theory of Planned Behavior
UK	United Kingdom
VR	Virtual Reality

CHAPTER ONE

Introduction

This chapter presents the background of the study, statement of the problem, purpose of the study, objectives, research questions, scope and conceptual framework.

Background

Today's intense competition among companies requires that they excel simultaneously in several areas without trade-off, including innovativeness and responsiveness to their customers. Rise in global competition has compelled business enterprises to increase performance standards in many dimensions such as quality, cost and productivity which are achieved through technology adoption and use of highly engaged employees (Datta, 2010). Allen and Morton (2014) asserted that technology is clearly considered as a key growth area in this century, specifically in highly competitive business environments such as beverage companies which require utilizing advanced information technology (IT) tools to improve efficiency, cost effectiveness, and deliver unique and high quality products and services to customers.

Globally, beverage companies have adopted technologies that enhance efforts of employees especially in production indeed Pilat and Wolfl, (2014) asserted that information technology has emerged as an important tool for enhancing employee engagement and job performance. According to Turyahikayo, (2018), Ugandan beverage companies are limited with the use of highly advanced technology and have been unable to maintain necessary employee engagement, which has affected their job performance. Some of these companies have even been pushed out of the market.

O'Byrne (2013) argues that the level of employee engagement is reflected by a positive attitude towards work, pride and belief in the organisation, high vigour and dedication to the

organisation and a willingness to go beyond the requirements of the job. Anitha (2015) asserts that engaged employees feel a sense of attachment towards their organisation, investing themselves not only in their role, but also in the organisation as a whole which can lead to improved job performance. On the other hand, employees who are not engaged perform poorly and are less productive.

According to Uganda National Information Technology Survey (2018) majority (85%) of employees are not engaged and perform poorly in their work and only 1.9% of the total work force are in information and communication technology functions/roles with gender bias among ICT personnel (31.2% female versus 68.8% male), which remains largely unchanged. 56% of employees in Ugandan small and medium size enterprises use internet for purposes of communication. Job performance involves fundamental job responsibilities assigned as a part of job description which requires more cognitive ability and is primarily facilitated through task knowledge and task habits (Pradhan & Jena, 2016).

Anton and Miro (2017) asseted that, job performance indicates financial and non-financial outcome of the employee that has a direct link with the performance of the organization and its success which is closely linked with technological adoption through increasing employee engagement. Waruguru (2012) explored the influence of ICT on job performance of airline industry in Kenya and found out that performance of the company and productivity is enhanced through technology adoption and employee engagement.

Statement of the Problem

Ugandan beverage companies are limited with the use of highly advanced technology and have been unable to maintain necessary employee engagement, which has affected their job performance and some of these companies have even been pushed out of the market (Turyahikayo, 2018). Such organizations that experience poor job performance have diminished productivity as well as high employee turnover which may even lead to its closure before the second birth day (Nduhura et al., 2017). Managers need to adopt technology and engage their employees if job performance is to be achieved.

Purpose

The purpose of the study was to examine the relationship between technology adoption, employee engagement and perceived job performance at Hariss international limited.

Objectives

The study was guided by the following objectives:

1. To examine the relationship between technology adoption and perceived job performance.
2. To find out the relationship between technology adoption and employee engagement.
3. To examine the relationship between employee engagement and perceived job performance.
4. To establish the prediction potential of technology adoption and employee engagement on perceived job performance.

Hypotheses

The study was guided by the following hypothesis:

1. There is a statistically significant relationship between technology adoption and perceived job performance.
2. There is a statistically significant relationship between technology adoption and employee engagement.
3. There is a statistically significant relationship between employee engagement and perceived job performance.
4. Technology adoption and employee engagement significantly predict perceived job performance

Scope

Content scope

The study focused on the relationship between technology adoption and perceived job performance, relationship between technology adoption and employee engagement, relationship between employee engagement and perceived job performance and the prediction potential of technology adoption and employee engagement on perceived job performance in Ugandan beverages companies – Hariss international ltd in Kampala district

Geographic scope

The study included employees working with Hariss international limited in Kampala and all employees from departments were represented.

Time scope

The pilot data was collected in the month of May and the data for the main study was collected from June through July 2019. This involved data collection, analysis and report writing.

Significance of the study

The study will help the Human Resource managers to design performance strategies that best suit the company policies and practices that are required to improve on the performance of the employees.

The findings of the study will be useful to various institutions and individuals by adding to the existing information on the relationships between technology adoption, employee engagement and job performance. For example, scholars and academicians will find the study results useful as a source of reference.

Managers may also find the study results useful as a tool for decision making. This study will also identify the relevance of technology adoption and explore how it can influence job performance within the organizations.

This study will also be useful to the government and policy makers to come up with the best policies that are crucial in the overall performance of the organizations / companies in Uganda.

Conceptual Frame work

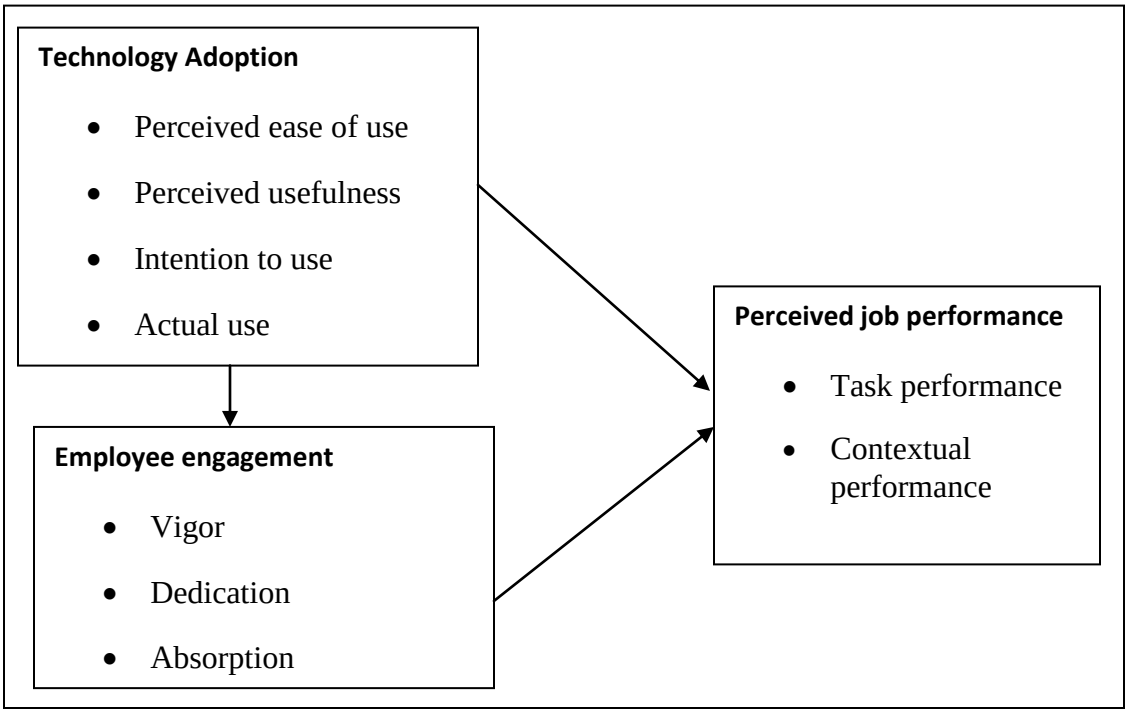

Figure 1: Conceptual framework derived from literature review

Technology adoption and employee engagement are independent variables while perceived job performance is dependent variable. Technology adoption is indicated by perceived ease of use, perceived usefulness, intention to use and actual use (Anh &Minh, 2016), employee engagement is indicated by vigor, dedication and absorption (Haddud, Gugger & Gril, 2016), while perceived job performance is indicated by task performance and contextual performance (Louise et al 2015, Anitha 2015 & Diaz et al 2016).

Technology adoption leads to perceived job performance. Such technology should be easy to use, helpful when doing the work and employees should be willing to use it. Technology adoption also increases employee engagement through getting connected and informed with current information.

Highly engaged employees are dedicated to their work and can even achieve beyond the set targets. They love work, show a lot of energy and engage other employees in their work.

Both technology adoption and employee engagement enhances job performance. Technology adoption and usage increases employee engagement which helps employees not only to achieve their tasks but also explicit good behaviours towards others which help them to enhance job performance.

CHAPTER TWO

Literature Review

Introduction

This chapter was guided by the study objectives and it presents the theoretical review of related literature on technology adoption, employee engagement and perceived job performance. The chapter also explores the empirical review of scholarly work and previously conducted research to analyze the relationship between technology adoption and perceived job performance, technology adoption and employee engagement, employee engagement and perceived job performance, the prediction potential of technology adoption and employee engagement on perceived job performance.

Theoretical review

The study was guided by expectancy theory (Vroom 1964) to determine the impact of technology adoption on employee engagement and perceived job performance. The theory assumes that increased effort will lead to increased performance if employees are availed with the right resources, have the right skills to do the job and supervisor support. For example, availability of technology devices like computers, internet and other needed raw materials that would engage employees and enhance job performance.

Expectancy theory predicts that employees will be motivated when they believe that putting in more effort will yield to better job performance and better job performance will lead to organizational rewards, such as an increase in salary, promotion, recognition and other benefits. The theory states that, employees make the decision to act in a certain way based on their idea of the expected results.

According to Barbra and Atienza (2017), expectancy theory is based on the findings that people make the decisions based on what they expect from the action result. Employees have personal goals which they like to achieve and for this reason they work and engage in organizations. These personal goals can be fulfilled by organizational rewards or work outcomes. This relationship can also be expressed as the value the employees give to the work outcomes (Parijat & Bagga, 2014). The level of belief that the individual employee has that, his performance will result in achievement of organizational rewards/work outcomes and high performance is also important.

Empirical Review

Relationship between technology adoption and perceived job performance

Since the early years of the 20th century, the world has been experiencing a revolution known as information technology (Peansupap & Walker, 2015). With increasing globalization of markets, many firms are facing fierce and growing competition. Therefore, to remain internationally competitive on the export market or competing with imports at home, these firms are expected to produce high-quality, customized goods quickly and at a reasonable cost. Adoption of advanced technologies is generally thought to be a crucial ingredient to meet this challenge (OECD, 2012).

Technology adoption on job performance and organizational productivity is being deployed in different organizations (Sweis, Sweis, Attar, & Abu, 2010). According to Anh & Minh (2016), organizations are able to deploy technology more effectively if the consequences of its acceptance are obviously valuable. Technological adoption creates production towards modernization, improving efficiency, competitiveness, and sustainable development.

Technology adoption results into energy saving, consuming fewer resources, environmentally friendly, able to generate high economic value and contributes significantly to the total benefit of company (Anh & Minh, 2016).

According to Hazlin, Feridah and Nadzar, (2010)**,** employees are required to use a variety of technologies and software applications in the performance of their job functions such as computer pens and personal digital assistants or advanced software such as voice recognition are not being widely used by the most employees at present and these can improve the performance of employees. Attar and Sweis (2010) proposed that, using new technologies such as Computer-Aided Manufacturing (CAM), Virtual Reality (VR), Expert Systems (ES), and the Internet can give companies an edge/ competitive advantage over other organizations. Such new technologies can result in employees "working smarter" as well as providing high quality products and more efficient services to customers leading to improved performance work systems. Attar and Sweis (2010) emphasized that training programs and reward systems often need to be reconfigured to support technology adoption among employees.

According to Hazlin et al. (2010), technology adoption should start from the top level to lower level of employees such as administrative professionals to the subordinate employees. Hazlin et al. (2010) postulated that, there are reliable indicators of the actual level of employee's acceptance of information technology usage and their organizational performance. This is because such top administrators act as models to the rest of employees and through their support supervision and the general staff development, it results in a greater impact on technology adoption among the employees and overall performance of the organization (Hazlin et al. 2010). For a business organization to develop, employees should be trained on how to use the available technologies. According to Liu et al. (2010), such trainings in technology usage bring faster and

effective adoption as well as usage, acquisition of knowledge and development of necessary competences and skills which can be applied immediately. Stewart and Carayannis (2014) postulated that, technology increases the economic yield of human endeavors which multiplies the resources and opportunities for further exploration, discovery and innovation.

Sweis et al. (2010) argued that, understanding the impact of technology adoption on individual performance and organizational productivity when it is being deployed in organizations is very crucial. This is because organizations are able to deploy technology more effectively if the consequences of its acceptance are obviously valuable and communicated to the employees. This eases its acceptance and adoption leading to reduced costs, improve operations, enhance customer service and the overall performance both at individual level and organizational level (Sweis et al. (2010).

Technology adoption constantly improves the foundation for process innovation derived from the demands and requirements of the social objective (Anh & Minh, 2016). Technology adoption is an important part of the development strategy. According to Anh and Minh (2016), technological adoption creates production towards modernization, improving efficiency, competitiveness, and sustainable development.

Fagerberg et. al., (2011) argues that adopting to appropriate technology results into energy saving, consuming less resources, environmentally friendly, able to generate high economic value and contributing significantly to the total benefit of company.

According to Nohria and Gulati, (2016), job performance is enhanced by technology adoption and there is a positive relationship between a firm’s technology and job performance.

Technology adaptation can give a company and edge over its competitors due to use technology devices like computers, smart phones, mails with easy access to internet. This will

help to stay connected with its potential/actual funders, quicken communications among employees, produce high quality and quantity products that enhance job performance, increase the status of a company and make it an employer of choice.

Relationship between technology adoption and employee engagement

Due to the rapid expansion of technology adoption, several attempts have been made to unlock the potential benefits that this increasingly important tool brings to organizations (Haddud et al., 2016). The use of social media technologies has increased across organizations as executives and managers attempt to leverage the power of the information and knowledge that exists within their companies. According to Naujokaitiene et al., (2015), social media continues to gain ground in the enterprise for a wide range of business purposes. It is predicted that social media will transform communication and data-sharing in the enterprise and achieve as much importance within the organization as email and the telephone have contributed (Haddud et al., 2016).

Employee engagement can be enhanced through use of technology such as internet, computers and face book which quickens communication, improved productively as employees are updated and connected with one another. Fujimoto et al. (2016) asserted that, there is a simultaneous occurrence of employee engagement and emotional exhaustion due to technology adoption.

This poses a question as to whether or not mobile technology usage promotes greater positive effect on work autonomy and work engagement rather than the negative effect of emotional exhaustion.

Naujokaitiene et al. (2015) asserted that, technology adoption provides an opportunity for a business organization to develop more efficient, effective, and acceptable learning processes. For

example, integration of technology enhanced learning into an organization's training brings faster and more effective employee learning, acquisition of knowledge and development of necessary competences and skills. This is because it unlocks employees' and organizations' ability to manage the knowledge and skills gained and apply them immediately.

According to Lai, (2017) and Parvari et al. (2015), using technology such as computers, smart phones and internet can give companies and edge/ competitive advantage over others such as employees 'working smarter', providing high quality products, high performance work systems and reduced organizational costs. Furthermore, technology adoption has been shown to boost employee commitment and vigour and increase their productivity (Dauda & Akingbade, 2011). According to Hassan et al. (2014), business can get maximum benefits by using smart phones.

With smart phones, individuals don't need to stick on desks with desktop computers all day, rather can check e-mail, work on the road, stay in touch with breaking news, and even in touch with the office, no matter where one is. Hassan et al. (2014) asserted that, applications of a smart phone can facilitate a business because of its open source nature, and variety of programs available for the development of applications.

For example, an iPhone or an Android makes it easy to research all the apps over the internet that can help the business to run better and more efficiently.

Lai (2017) suggests that the good fit between task and technology is to increase the likelihood of utilization and also to increase the performance impact since the technology meets the task needs and wants of users more closely. This could be suitable for investigating the actual usage of the technology especially testing of new technology to get feedback. The task-

technology fit is good for measuring the technology applications already released in the market place like in the google play store or apple store app.

According to Fujimoto et al., (2016), the use of technology particularly in the West is a double edged sword. That is, while it enhances workers' job satisfaction, organizational commitment and perceived control, it also produces workers' work life conflicts, technology stress, anxiety, frustration, work overload, and work intensification.

Mobile technology is assumed to facilitate both job demands and resources as it enables constant access to work even outside official working hours, which can be mentally exhausting for employees.

Fujimoto added that, while technology adoption enhances workers' perceived autonomy, flexibility, and connectedness in terms of how, when, and where their work can be carried out, it also tends to put pressures on the workers to be always accessible and responsive to work demands, thus creating stress and tension in both work and non-work domains.

According to Srivastava and Bansal (2016), high levels of extraversion predict employee engagement. This is because extraversion and agreeableness predict engagement and act as a mediator between job satisfaction and commitment. Personality traits determine the extent to which employees experience and demonstrate engagement at work. For example, extraversion, agreeableness, and openness to experience are positively related to engagement and neuroticism are negatively related to engagement.

Adi (2015) postulated that, extraversion employees are able to be engaged in social media like face book and whatsapp more frequently and are connected with the world where they learn new skills and access information which increases energy and feelings of happiness.

However, these social media can highly engage employees in their personal social networking other than doing what the employer demands and such social media can be more harmful through online interaction than traditional social interaction.

According to Kane et al., (2014), a mere 18% of managers believe social media is important for their business today, whereas over 63% predicted that social media will be an important part of their business within three years. Jennings, Blount and Weatherly (2014) indicated that 73.3% of 262 participants, who were employed in a wide range of US industries, used social media for business related purposes; 100% of these same participants reported that they used social media for personal purposes.

These statistics indicate that internal social media use is extensive for business purposes but not up to the same level as for personal use. Beyond standardization, social media platforms facilitate transparency and both active and passive participation (Tierney & Drury, 2013). However, the use of social media within the workplace has seen a slow start and many organizations initially took measures to limit its use. Fifty-four percent of 1,400 Chief Information Officers of various organization confirmed that their organizations were banning access to social media within their organization (Duban & Singh, 2010).

Buttrick and Schroeder (2012) found out among other things that, 43% of companies surveyed blocked access to social media platforms on company computers and hand-held devices because of potential risks created by employee use.

Parker, Harvey and Bosco (2014) state that social media use within the workplace was seen as disruptive and to negatively impact productivity and blocking social media sites could be the solution. According to Dougherty (2013), 77% of employees who have Face book spend at least an hour using this social medium during work hours. Diercksen et al., (2013) report that UK

employees spend an average of 40 minutes on social media every day. With 57% of the surveyed employees using social media for personal use in work hours, this could cost companies over $2.5 billion.

Chui et al. (2012) indicate that the average interaction worker spends an estimated 28% of the workweek managing e-mail and nearly 20% looking for internal information or tracking down colleagues who can help with specific tasks. Potential risks associated with the employees' use of social media during work hours such as wasting time at work, behaving unprofessionally, leaking/disclosing of confidential information and posting negative comments about the company. Jennings, Blount and Weatherly (2014) report that 76% of 141 public and private companies surveyed indicated that they do not have a social media policy.

Cairo (2014) advises that, to ensure correct use of social media and prevent lost productivity, organizations must develop a social media policy and engaging employees in the process.

Parker, Harvey and Bosco (2014) recommend developing a social media policy that may include limiting using social media for personal purposes. Technology adoption plays a big role in engaging people in order to realize improvements. Sievert and Scholz (2017) postulated that, companies need to engage their employees to the very least in order to boost employee loyalty and productivity. Outside companies, people are increasingly connected via multiple social media platforms, such as blogs, chartrooms and online posts which help employees get engaged with a wide variety of topics.

When such platforms are established internally in companies, they can increase employee engagement, knowledge base and improved leadership structure leading to job performance.

Despite the fact that technology improves employee engagement through the use of technology devices, it is not a sure deal that such employees are engaged in the organizational

related activities. For example, face book and whatsapp chats with friends on personal related issues that leave employees exhausted at the end of the day and not getting engaged in work related activities.

Relationship between employee engagement and perceived job performance

Markos and Sridevi (2010) demonstrated that employers should consider investing in workforce engagement, because recent researches on this topic have clearly indicated that there was a positive association between work engagement and performance outcomes, such as employee retention and productivity (Hanaysha, 2016) asserted that employees who are engaged with their jobs are perceived to be more productive because they are motivated toward accomplishing their work beyond any personal factors.

They are also more focused than those of disengaged counterparts, work more efficiently with the aim of putting the success of the organization in their minds as a top priority.

Osborne (2016) asserted that, an important way to improve job performance is to focus on fostering employee engagement. That is, employee ability to perform beyond their employment contract and have high levels of commitment and dedication. Contrary to Anitha (2015), the majority (85%) of employees are not engaged in their work This therefore transpired that employees who are not engaged perform poorly, end up being paid lower salaries and they cannot pay their rent, transport fees to go to work and fulfill their basic commitment (Lai, 2017).

A study conducted by Alagaraja1 and Shuck (2015) aimed to discover the prevailing viewpoints of employee engagement in order to understand reasons associated with enhancing individual performance argued that, job performance can be enhanced through training and development. Furthermore, Ng and Feldman, (2010) adopted measures of job performance as core task performance, which includes in-role performance, safety performance, and creativity,

followed by citizenship performance, categorized into both targets-specific and general organizational citizenship behaviours. Therefore, job performance brings about innovation performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and devoted human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and client satisfaction directly (Sadikoglu & Cemal, 2010).

Employee engagement is one of the key determinants fostering high levels of job performance (Anitha, 2015). Anitha postulated that employee engagement is a good tool to help every organization to strive to gain competitive advantage over the others. People is one factor that cannot be duplicated or imitated by the competitors and is considered the most valuable asset if managed and engaged properly and is considered to be the most powerful factor to measure a company's vigor and organizational effectiveness.

According to Srivastava and Bansal (2016), employee engagement is a key organizational issue that should be strictly given enormous consideration by organizational management in the current scenario of challenging business environment. This is because highly engaged and motivated employees reflect the core values of the organization, feel passionate about their work, happy to work in their organization, have the enthusiasm to go to their work every day and these positive experiences and emotions are likely to result in positive work outcomes (Hanaysha, 2016).

Saks (2016) postulated that, employee engagement leads to both individual performance such as quality of people's work and their own experiences of doing that work as well as organizational performance such as growth and productivity of the organizations. Higher levels

of employee engagement can lead to stronger business performances which in turn lead to higher levels of engagement (Ng , 2015).

A survey carried out by Global Workforce Study 2007-2008 found that high levels of employee engagement enjoyed an average increase of 13.7% in their net income and companies with low levels of employee engagement averaged a 3.8% drop in net income (Ng, 2015). On the other hand, engagement may cause burnout, increased withdrawal, lower performance, reduced satisfaction, and low commitment to work (Saks 2016).

According to Swarnalatha and Prasanna (2014), employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health. Swarnalatha and Prasanna (2014) argued that when individuals feel positive emotions, they are able to think in a more flexible, open-minded way and are also likely to feel greater self-control, cope more effectively and be less defensive in the workplace.

There are variations of levels of engagement and their impact on perceived job performance such as levels of employee engagement, demographic variations and relation with personality traits. According to Srivastava (2016), these engagement levels impact on the organizational profit and productivity, increases customer loyalty and enhances creativity. At the organizational level, engagement increases productivity, profits and customer satisfaction while at the personal level, engagement makes employees happier, more satisfied, more fulfilled and want to remain with the organization.

Such employees who are engaged with their work are entirely attached with their work roles, bursting with energy, dedicated to their work and immersed in their work activities. Saks (2016)

asserted that engaged employees are more open to novel information, extra productive and more willing to go an extra mile and they proactively modify their work environment in order to stay engaged and linked to a variety of performance outcomes such as customer ratings, profitability, productivity and turnover.

According to Kazimoto (2016), the beginning of an employee engagement is at the first of his appointment to the organization's services and it is a responsibility of leaders to motivate workers' commitment and engagement for perceived job performance.

Kazimoto asserted that, the good time to identify the best engaged employees is at the time of their recruitment. Employee attitude and enthusiasm to work hard are positive experience that will longer for their good performance.

Also, individual employee's problems can be of personal ability to work, supervision issues of leadership and personal trauma to cope with the workload. Though organizations tend to consider financial aspects of employee to achieve organizational goals, Kazimoto (2016) further argued that, there is potential and opportunity for organization that consider both financial and non-financial factors.

Employees who are engaged in all activities of the company are informed of the strategic direction of the company. This is because such employees participate in formulating the goals and strategic objectives and work hard to achieve them.

They also work together as a team to achieve the common goal which improves on the overall performance the company.

Prediction of technology adoption and employee engagement on perceived job performance

Huang et al, (2014) found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behavior to the varied requirements of

their job roles. This necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2014), for example, technological transformations and changes in one's core job assignment. Evolutions of various new occupations as an offshoot of technological innovation need employees to engage in fresh learning and get oneself adaptable with changes in an efficient manner (Griffin, Parker, & Mason, 2010). The employees are also expected to adjust their interpersonal behavior in such changed circumstances to work successfully with a wide range of peers and subordinates.

Employee voice is a key enabler of employee engagement as well as performance and technology adoption offers both employees and organizations some brilliant tools to work with voice such as internet, computers and smart phones. A case study analysis of German medium-sized companies has shown that employers primarily use these technologies for relationship management (Sievert & Scholz, 2017), particularly effective in fostering employee engagement, as they function like a "social lubricant" that allows bonding social capital by bridging across departments (digitally engaged). However, 37 percent of communication professionals stated in a survey that the integration of all employees is possible on a selective basis only, given that not everyone uses the enterprise social media actively (Sievert & Scholz, 2017). Email, instant messaging, laptops, and mobile phones, are among the most extensive technologies used by organizations adopting flexible work schedules (Van Zoonen, 2017).

Technology adoption engage employees and allow them to communicate in an efficient way, obtain information and feedback immediately, address concerns and solve problems instantaneously and employees are able to perform in the workplace to the best of their ability schedules (Van Zoonen, 2017).

According to Michael et. al (2010), technology enables a wide range of work engagement

styles and preferences, such as flexible work arrangements, open-office environments, telecommuting schedules and teleconferencing facilities that facilitates job performance. Despite the benefits associated with increased technological advancements, scholars and professionals have recognized some detrimental effects on employee well-being. Organizations and broader communities need to implement supportive policies and limit employees' technology access during off-work hours (Michael et al, (2010).

With the wide use of information and communication technologies, employees feel empowered to access information at any time, in any place, and exchange it across temporal and physical boundaries (Michael et al, (2010).

These technologies increase employee engagement between work and personal life leading to work expansion, stress spillover, and the incapability between efficiency in the workplace and the well-being greatly embraced in employees' life outside of work overall. Researchers and professionals have stressed the importance of examining the way communication technology adversely affect job performance, even when the technologies have actually increased their control over work.

Engaged employees who use internet technology to deliver services is a significant tool especially in government ministries. Tursunbayeva, Franco, & Pagliari, (2017) argued that technology adoption does not only increase employee engagement but also reduction on bribery and corruption, increased transparency in government ministries, faster access to government information, and provide lower administrative costs which increases performance. On the other hand, Tursunbayeva, Franco, and Pagliari, (2017) postulated that, there can be many threats by low bandwidth and internet penetration, technological obsolescence, inadequate ICT infrastructure and technicians, privacy and security, incessant power outages and financial issues.

This leaves employees who would be engaged as a result of technology adoption disappointed which affects their performance

Although technology adoption can be double edged sword, it enhances employee engagement as well as job performance through increased quantity and quality production which can increase the profits of the company.

Conclusion

Job performance determines the growth of organizations which is in accordance to its policies, practices and design. Performance also affects the organization's profits and employees who adopt technology and are highly engaged contribute positively to the company's growth and productivity. Through technology usage, employees are able to acquire new skills and knowledge needed for excellent performance which any employer is looking for.

Hypothesis

The study will be guided by the following hypothesis;

1. There is a statistically significant relationship between technology adoption and perceived job performance.
2. There is a statistically significant relationship between technology adoption and employee engagement.
3. There is a statistically significant relationship between employee engagement and perceived job performance.
4. Technology adoption and employee engagement significantly predict perceived job performance

CHAPTER THREE

Methodology

Introduction

This presents an explanation of the research method that was used. It details the research design, the target population, sample size, sampling methods, measurement of variables, instrumentation, data collection procedure, data management and analysis, validity and reliability, ethical considerations and limitations of the study.

Research design

The research design was cross sectional study using quantitative approach because it provides the researcher with objective information from a wider sample and takes little time since the study is done once over a short period of time (Denzin &Lincoln, 2000).

Target Population

The target populations comprised of employees working with Hariss International Limited in Kampala district. According to human resource report (2019), Hariss international has 650 employees both male and female employees working day and night shifts.

Sampling

Sample size

Hariss International has a total number of 650 employees (Human Resource report, (2019). Therefore, using Krejcie and Morgan, (1970) table, the sample size for this study was 240 respondents and only the willing participants scored the questionnaire.

Sampling design and characteristics

Stratified simple random sampling design was adopted to obtain the sample size of the representative of population of employees working with Hariss International limited in Kampala.

Those employees that were available and willing participated in the study.

Research instruments

Self-administered structured questionnaires were used to measure perception of respondents because they help when collecting information/data in a large sample and it also saves time. The variables were measured using a four-point scale questionnaire ranging from strongly agree (1) to strongly disagree (4). This helped to get quantified data.

Measurement of variables

Validated scales from previous research were used to measure the variables. Technology adoption had 19 items and perceived job performance had 26 items. Both technology adoption and perceived job performance were measured using Davis (1989) four point Likert scale. The scales ranged from "strongly disagree (1) to strongly agree (4)'' with modified scale and the total of all items were based on the literature gathered.

Employee engagement had 17 items adopted from Gallup (2010) employee engagement scale ranging from "strongly disagree (1) to strongly agree (4) with a four point modified scale.

Data collection procedure

The researcher first got an introductory letter from the head of psychology department to introduce her to Hariss international. The researcher was also given a letter of permission to carry out research among employees working with Hariss international limited. Printed self-administered questionnaires were distributed by the researcher and were retrieved as soon as they were ready.

Data management/processing

The data was coded, edited and computed using statistical package for social scientists (SPSS version 20 adopted for windows). The researcher made sure that all questionnaires

circulated were retrieved. The scales ranged from strongly disagree (1) to strongly agree (4) with a four point modified scale.

Data analysis

At the end of the entire data collection process, the data was entered into Statistical Package for Social Sciences (SPSS version 20) and there after subjected to statistical tests. Descriptive statistical tools such as frequency tables and percentages were used mainly to obtain demographic characteristics.

Pearson correlation coefficient was also used to establish the relationship between technology adoption and perceived job performance, the relationship between technology adoption and employee engagement and the relationship between employee engagement and performance. Whereas multiple regression analysis was used to determine the prediction potential of technology adoption and employee engagement on perceived job performance.

Validity and reliability

Validity

Validity was checked through discussions with the supervisor and the researcher checked for ambiguity, simplicity, clarity and relevancy of the instrument used. Also the researcher ran an exploratory factor analysis test to indicate the extent to which items measured the distinct variables. McCarthy and Garavan (2007), cited in Kagaari et al (2010) argued that factor analysis is recognized as the powerful and dispensable method of construct validation. Meaning that it is at the heart of the measurement of Psychological constructs which spells the major reason for conducting a factor loading.

Table 1: Exploratory factor analysis for technology adoption

	Component		
	Perceived usefulness	Perceived ease of use	Intention to use
Using techno enables me to interact wz others in the work place	.882		
techno enables me to accomplish tasks more quickly	.860		
techno adoption is useful in my job	.854		
techno adoption increases my productivity in my job	.850		
Using techno enables me to have more accurate and updated information	.839		
Using techno enables me to share my ideas wz other employees and managers	.834		
Using techno improves perforamcne of my task	.810		
techno adoption makes it easier to do my job	.794		
I find techno adoptio to be flexible to interact wz		.870	
it is easy to adopt techno to do what i want to do		.869	
My interaction wz tehcno is clear and understandable		.865	
It is easy to find information wz techno adoption		.855	
learning to use tech is easy for me		.824	
It was easy for me to become skillful at using techno		.812	
I predict i will frequently use the techno			.815
I will recommend others to use techno			.778
i frequently use techo			.775
i use tehcno many times during the wk			.764
I plan to use techno on a regular basis			.738
Eingen values	**8.827**	**3.725**	**1.889**
Percentage total variance	**31.980**	**25.856**	**18.172**
Cumulative percentage	**31.980**	**57.836**	**76.008**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations.

Technology increasing ease of work productivity, and accounts for about 32 % of variation, component two is on Perceived ease of use and account for 25.9% of the variation, while component three is on Intention to use and accounts for 18.2% of the variation.

All the three components account for 76% of variation in technology adoption. This implies that technology adoption will increase job performance when employees have the intention to use it because they perceive it as useful and easy to use employees.

Table 2: Exploratory factor analysis for employee engagement

	Component		
	Dedication	Vigor	Absorption
I am enthusiastic about my job	.922		
my job inspires me	.899		
I am proud of my work	.886		
i find the work that i do full of meaning and purpose	.852		
to me, my job is challenging	.805		
i can continue working for very long periods at a time		.907	
when i get up in the morning , i feel like going to work		.855	
at my work i always persevere , even when things do not go well		.839	
It is difficult to detach myself from my job			.868
I get carried away when i am working			.846
I am immersed in my work most of the time			.838
Eingen values	**4.156**	**2.724**	**11.710**
Percentage total variance	**34.981**	**21.871**	**21.394**
Cumulative percentage	**34.981**	**56.853**	**78.247**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

An inspection of the factors indicate that component 1 is on dedication and accounts for 35 % of the variation, component two is vigor and accounts for 21.9% of the variation , and component 3 is on absorption and it also accounts for 21%. All the three components account for 78.2% of variation in employee engagement.

This implies that when employees are dedicated to their work, due to liking, have vigor for working and are absorbed into their work, their likely hood of adopting technology and other aspects of work enhancement increases.

Table 3: Exploratory factor analysis for Job Performance

	Component		
	Task performance	Contextual performance	Personal Initiative
I perform tasks that are expected of me	**.930**		
I fulfill responsibilities specified in the job description	**.912**		
I meet formal requirements of the job	**.650**		
I engage in activities that will directly improve my performance		**.922**	
I adequately complete assigned duties		**.880**	
I fail to perform essential duties			**.926**
I neglect aspects of the job that iam obligated to perform			**.905**
Eingen values	**2.974**	**1.733**	**1.199**
Percentage total variance	**31.387**	**28.480**	**24.508**
Cumulative percentage	**31.387**	**59.867**	**84.375**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

An inspection of the factors indicate that the components are task performance (31.3%) exhibited as (spending quality time on work, commitment to work and performance orientedness), Contextual performance(28.4%) shown as (organizational commitment and task accomplishment), and personal initiative (24.5%) These factors contribute to 84.4 % of the variation in employee performance.

Reliability

Cronbach's Alpha measure of internal consistence was used to measure reliability based on the acceptable value of equal or above .70 (Nunnally 1978).

This means that the scales used to measure the variables were consistent and reliable as indicated in the table 4

Table 4: Reliability (Cronbach Alpha) values

	Cronbach's Alpha	Number of Items N
Technology adoption	.93	19
Employee engagement	.82	11
Perceived job performance	.74	8

Ethical considerations

After the research proposal development, the researcher submitted the proposal to the faculty of education, department of psychology for review. The researcher presented her proposal and it was approved by the university research ethics board and the researcher was allowed to go to the field for data collection.

After the approval of the proposal, the researcher obtained an introductory letter from the department of psychology, confirming her to go to the field. The researcher took the introductory letter received from the department to Hariss international limited to allow the researcher collect data from its employees in Kampala district.

The researcher ensured that the respondent's confidentiality was maintained by using participant's identification numbers and not their names. The researcher also assured the respondents that the research was purely for academic purposed only and it will not be used to reprimand them.

CHAPTER FOUR

Presentation of Findings, Analysis and Interpretation

Introduction

This chapter presents the findings of the study, which examined the relationships between technology adoption, employee engagement and perceived job performance at Hariss international limited. The study specifically examined the relationship between technology adoption and employee engagement, found out the relationship between technology adoption and employee engagement, examined the relationship between employee engagement and perceived job performance and established the prediction potential of technology adoption and employee engagement on perceived job performance. Data analysis and interpretation is presented in two parts. In the first part is descriptive statistics comprised of frequency counts and percentages were run to determine demographic characteristics (gender, age, and designation, period of use, education, marital status and years of service) of respondents. In the second part, is inferential statistics; Pearson correlations, and multiple regression analysis were done to ascertain the correlation and contribution of the independent variables on the dependent.

Demographic Characteristics of Respondents

In the study, the researcher collected demographic information on respondents that were relevant to the objectives of the study.

Table 5: Gender, Age, Designation and period of Technology use

Variable		**Percentages**	
Gender	**Category**	**f**	**%**
	Male	110	45.8
	Female	130	54.2
Age	20-25 years	19	7.9
	26-30 years	49	20.4
	31-35years	55	22.9
	36-40 years	90	37.5
	41-45 years	23	9.6
	46-50 years	2	.8
	51-55 years	1	.4
	>60 years	1	.4
Designation	Production	96	40.0
	Marketing	68	28.3
	Managers	34	14.2
	Engineering	7	2.9
	Administration	35	14.6
Period of tech use	Never	2	.8
	<1yr	14	5.8
	2-5yrs	99	41.3
	6-10yrs	77	32.1
	11-15yrs	41	17.1
	16-20	7	2.9

(N=240) ***Source: Primary data from the field (2019)***

Gender of respondents

The respondents were asked to indicate their gender because the researcher wanted to make sure that the views of both males and females were adequately represented and, subsequently, to avoid differences in findings caused by gender. The results in Table 5 show that the majority

(54.2%) were females and the rest (44.8%) were males. Therefore, the findings reflect the views of both genders.

Age category of respondents

In the questionnaire, the respondents indicated their age category. The results in table 5 above show that the majority (37.5%) of respondents were aged 36-40 years, followed by 22.9 % who were aged 31-35 years. Other respondents were aged 26-30 years (20.4%), 41- 45 years (9.6%) and the rest were aged 46 years and above. These findings show that the majority of the respondents were mature enough to understand issues that were being investigated.

Designation of respondents

The respondents also indicated their job responsibilities. The findings in table 5 show that, respondents were working in five departments. The majority, (40.0%) were in production, 28.3% were in marketing, 14.6 % were working in administration ,14.2% were managers and 2.9% were in the engineering department. So respondents were selected from a variety of departments, therefore the responses are representative of various occupations.

Marital Status, Education and Years of service of respondents

The findings are summarized in the table 6

Table 6: Marital Status, Education and years of service

Variable		Percentages	
Marital Status	**Category**	**f**	**%**
	single	64	26.7
	Married	120	50.0
	Divorced	3	1.3
	separated	19	7.9
	Cohabiting	19	7.9
	widow	15	6.3
Education	certificate	62	25.8
	Diploma	78	32.5
	Degree	78	32.5
	Postgraduate	20	8.3
	professional course	2	.8
Years of service	<1yr	17	7.1
	2-5 yrs	55	22.9
	6-10yrs	108	45.0
	11-15yrs	23	9.6
	16-20yrs	35	14.6
	21-25yrs	1	.4
	=>26yrs	1	.4

N=240 Source: Primary data from the field (2019)

Marital Status of respondents

The findings in table 6 show that, the majority (50.0%%) were married, followed by 26.7% who were single , 7.9 % who were separated ,another 7.9% who were cohabiting , 6.3 % who were widowed and finally by 1.3% who were divorced.

Highest educational level attained by respondents

In the questionnaire, the respondents indicated their highest level of education. The findings in the table 6 show that that the majority (32.5%) had degree and diploma education

(32.5%) followed by 25.8% who had certification education. Others had attained post graduate education (8.3%) and 0.8% had professional. These findings show that the respondents had a good education, which would enable them to analyse issues that were being investigated. So it can be argued that they provided reliable information.

Years of service

The respondents indicated the number of years they had spent working in the organisation. Most of them as indicated in table 6, (45.0%) had worked for 6-10 years, 22.9% for 2-5 years and 14.7% for 11- 15 years. Other had worked for 21- 25 years (.4%), less than 1 year97.1%) and for 26 years and above (.4%). The majority of respondents had worked long enough in the organization and so they had a good understanding of its work environments and the extent to which it supported the aspects that were being investigated.

Relationship between Technology Adoption, Employee Engagement and Perceived Job Performance

Pearson correlation coefficient was used to explore the relationship among the variables. The findings are presented in the correlation matrix in table 7.

Table 7: Correlation Matrix of the study variables (Zero order correlation)

Correlations	1	2	3
Technology adoption - 1	1		
Employee engagement - 2	.27**	1	
Perceived job performance - 3	.36**	.32**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

N=240

The findings in table 7 show that technology adoption, employee engagement and perceived job performance were positive correlates of each other.

The relationship between technology adoption and perceived job performance

The study had hypothesized that a positive relationship existed between technology adoption and perceived job performance**.**

The findings in table 7 show that the correlation between technology adoption and perceived job performance was *(*r=.36, $p \leq .01$.)

Therefore, positive changes in technology adoption were related to and could lead to an increase in job performance of respondents.

Relationship between technology adoption and employee engagement

The findings in table 7 show that there is a positive significant correlation between technology adoption and employee engagement was (r=.27, $p \leq .01$). This implies that a positive relationship exited between technology adoption and employee engagement and increases in technology adoption may increase employee engagement.

Relationship between employee engagement and perceived job performance

The study had hypothesized a positive relationship between employee engagement and perceived job performance. The findings in the table 7 show that the correlation between employee engagement and Employee performance was *(*r=.32 $p \leq .01$). This implies that a positive significant relationship exited between employee engagement and job performance. An increase in employee engagement enhances job performance.

Prediction potential of technology adoption and employee engagement on employee performance

The study had hypothesized that technology adoption and employee engagement significantly predict perceived job performance. To confirm this, multiple regression analysis was done with the intention of knowing the prediction potential of independent variables on the dependent variable (technology adoption and employee engagement on perceived job performance).

In doing multiple regressions, each variable was entered as a separate step, with the intention of knowing the most effective. The findings are shown in Table 8 below.

Table 8: Linear regression results of the variables

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.425[a]	.181	.174	4.26931	.181	26.120	2	237	.000

a. Predictors: (Constant), Empengage, Techadoption

b. Dependent Variable: jobperform

Table 9: Multiple regression analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	56.256	3.338		16.854	.000
Tech. adoption	.191	.040	.292	4.774	.000
Emp. engage	.208	.053	.240	3.925	.000

R^2	.181
R^2adj.	.174
F stat.	26.120** df=2)

The results in table 9 indicate that all the independent variables combined, that is technology adoption and employee engagement predict 17.4 percent of the variation in job performance (Adjusted R squared=.174). The regression model was also found to be well specified (Statistic=26.12, p=.000), meaning that at least one of the independent variables captured in the model was a significant predictor of job performance.

CHAPTER FIVE

Discussion, Conclusion and Recommendations

Introduction

This chapter presents a discussion, conclusion and recommendations of the study, which examined the relationship between technology adoption and employee engagement. The study examined the relationship between technology adoption and employee engagement, the relationship between employee engagement and perceived job performance and established the prediction potential of technology adoption and employee engagement on perceived job performance. A discussion of the findings is presented first, followed by a conclusion and finally by recommendations for action and further research.

Discussion

The relationship between technology adoption and perceived job performance

The findings showed that technology adoption and perceived job performance were positively correlated. Positive changes in technology adoption lead to an increase in job performance which benefits the company. This finding is in line with Anh and Minh (2016) who asserted that, technology adoption results into energy saving, consuming fewer resources, environmentally friendly, able to generate high economic value and contributes significantly to the total benefit of the company.

Nohria and Gulati, (2016), affirm that, job performance is enhanced by technology adoption and there is a positive relationship between a firm's technology and job performance which is also in line with the findings of the study.

According to Hazlin, Feridah and Nadzar, (2010)**,** employees are required to use a variety of technologies and software applications in the performance of their job functions which are

well established in this study. Hazlin added that technology adoption should start with the top level to the lower level of employees which increases the level of acceptance of technology usage and organizational performance.

Indeed Lai (2017) advised that for technology adoption to be relevant there should be a good fit between tasks and the technology. This increases the likelihood of utilization and also increases the performance impact, since the technology meets the task needs and wants of users more closely. It was revealed for this study that for technology to be adopted, it had to be easy to use.

This agrees with Naujokaitiene et al. (2015) who asserted that, technology adoption should provide an opportunity for a business organization to develop more efficient methods of work effective, and acceptable learning processes as affirmed by Attar and Sweis (2010) , these two factors increased the frequency of use of technology and can give companies competitive advantage over other organizations.

This implies that technology that is easy to use directly related to the actual work tasks of employees is likely to be more adopted. This directly increases the productivity of employees because they use it frequently and effectively which enhances the quality and quantity of tasks they accomplish.

Relationship between technology adoption and employee engagement

The study had hypothesized a positive the relationship between technology adoption and employee engagement. A positive relationship existed between technology adoption and employee engagement. This implies that technology adoption may increase employee engagement. When an organization adopts simple technology that is directly related to the actual work tasks of employees their liking of their jobs increases.

This finding agrees with Swarnalatha and Prasanna (2014) who disvocverd that simple and relvant tehcnology devlopes positive emotions in employees and are able to think in a more flexible, open-minded way. Employees are also likely to feel greater self-control, cope more effectively with their work environment. This scenario enables employees to become more attached to the job and they expend more energy in accomplishing their tasks. Subsequently employees become more enthusiastic on doing their tasks.

This is in agreement with Dauda and Akingbade (2011) who asserted that technology boosts employee commitment and vigor which increases employee productivity. Technology adoption plays a big role in engaging employees in order to realize improvements.

Sievert and Scholz (2017) affirm that, companies need to engage their employees in multiple social media platforms in order to boost employee loyalty and productivity. These help employees get engaged with a wide variety of topics, increase employee engagement, knowledge base and improved leadership structure leading to job performance.

However, as technology adoption and usage increases employee engagement, it is a double edged sword. That is, while it enhances employee engagement, it also produces work life conflicts, technology stress, anxiety, frustration and work intensification. Technology enables constant access to work even outside official working hours, which can be mentally exhausting for employees (Fujimoto et al., 2016). This creates stress and tension in both work and non-work domains and may result into losses in a company's production. Jennings, Blount and Weatherly (2014) confirmed in their study about social media usage that 100% of employees in United States industries reported using social media for personal purposes.

According to Dougherty (2013), 77% of employees who have Face book spend at least an hour using this social medium during work hours. Diercksen et al., (2013) report that UK employees spend an average of 40 minutes on social media every day and this could cost companies over $2.5 billion annually. Parker, Harvey and Bosco (2014) state that social media use within workplace disruptive and to negatively impact productivity and blocking social media sites could be the solution.

Cairo (2014) advises that, to ensure correct use of social media and prevent lost productivity, organizations should develop a social media policy and engaging employees in the process and Parker, Harvey and Bosco (2014) recommend developing a social media policy that may include limiting using social media for personal purposes.

Relationship between employee engagement and Employee performance

The study hypothesized a positive relationship between employee engagement and perceived job performance. Employee engagement was positively related to employee performance. This implies that employee engagement increased the likelihood of employees spending quality time on work, being quality and performance oriented and taking personal initiative to enhance their performance.

This study confirms with Hanaysha (2016) who asserted that, employees who are engaged with their jobs are perceived to be more productive because they are motivated toward accomplishing their work beyond any personal factors and are also more focused than those of disengaged counterparts, work more efficiently with the aim of putting the success of the organization in their minds as a top priority. Osborne (2016) added that, an important way to improve job performance is to focus on fostering employee engagement. That is, employee

ability to perform beyond their employment contract and have high levels of commitment and dedication.

According to Anitha, (2015), employee engagement is one of the key determinants fostering high levels of job performance. Anitha postulated that employee engagement is a good tool to help every organization to strive to gain competitive advantage. Srivastava and Bansal (2016), asserted that, employee engagement is a key organizational issue that should be strictly given enormous consideration. This is because highly engaged and motivated employees reflect core values of the organization, feel passionate about their work, happy to work in their organization, have the enthusiasm to go to their work every day and these positive experiences and emotions are likely to result in positive work outcomes (Hanaysha, 2016).

Saks (2016) postulated that, employee engagement leads to both individual performances such as quality of people's work and their own experiences of doing that work as well as organizational performance such as growth and productivity of the organizations and higher levels of employee engagement can lead to stronger business performances (Ng , 2015). For example, in a survey carried out by Global Workforce Study 2007-2008 found that high levels of employee engagement enjoyed an average increase of 13.7% in their net income and companies with low levels of employee engagement averaged a 3.8% drop in net income (Ng , 2015). On the other hand, engagement may cause burnout, increased withdrawal, lower performance, reduced satisfaction, and low commitment to work (Saks 2016).

The prediction potential of technology adoption and employee engagement on perceived job performance

The last objective of the study was to establish the prediction potential of technology adoption and employee engagement on employee performance. The study shows a positive predictive power of technology adoption and employee engagement on job performance with technology adoption being the highest predictor in reference to table 8. This implies that adopting relevant technology increases the love employees have for the jobs and organization commitment. This agrees with Naujokaitiene et al. (2015) who asserted that, technology adoption increases employee engagement by providing an organization with more efficient and effective methods of work which enhances both employees and organization effectiveness. Osborne (2016) also adds that good technology and relevant employee engagement enables employees to perform beyond their employment contract and have high levels of commitment and dedication.

According to Michael et al., (2010), technology enables a wide range of work engagement styles and preferences, such as flexible work arrangements, open-office environments, telecommuting schedules and teleconferencing facilities that facilitates job performance. Michael et al., (2010) added that these technologies increase employee engagement between work and personal life leading to work expansion. Engaged employees who use technology to deliver services is a significant tool.

Tursunbayeva, Franco, & Pagliari, (2017) argued that technology adoption does not only increase employee engagement but also reduction on bribery and corruption, increased transparency in companies and government ministries, faster access to information, and provide lower administrative costs which increases job performance. Relevant technology enables

employees to be actively involved and absorbed in their work and to implement or suggest any improvements in service delivery by the organization.

Conclusion

Basing on the findings of this study, there is a significant positive relationship between technology adoption and perceived job performance. This is because technology adoption and actual usage of technology increases both the quality and quantity production. Also through technology adoption, companies are able to tap into the available market as well as gaining competitive advantage over other organizations which increases the financial, non-financial stand of such organization and job performance.

There is also a significant relationship between technology adoption and employee engagement. Technology adoption and employee engagement are essential in increasing job performance and with adoption of technology, employees are able to be creative, innovative and updated with the information which helps them to produce quality and quantity products. Technology adoption also increases a wide range of markets through connecting easily with the customers which creases the income of the company as well as performance.

A significant positive relationship between employee engagement and perceived job performance exist. In other words, engaged employees exhibit feelings of interest, enthusiasm and commitment to work and the organization. Employees feel inspired by their jobs which increases feelings of purpose and accomplishment. Subsequently, employees become concerned about doing quality work and being involved in the performance of the organization.

Technology adoption and employee engagement are positive predictors of job performance with technology adoption being the highest predictor. This means that technology adoption is very crucial and determines the performance of the organization.

Job performance is a crucial tool for every organization and the longevity of any organization is achieved through excellent performance.

This can be reached at through adopting relevant technology to meet the needs of employees as well as the company employing highly engaged workers who exhibit dedication, commitment and are self-motivated to achieve the organizational goal.

Recommendations for Action

In view of the findings, the following recommendations are made:

The finding of the study posits that technology was found to be more important in influencing job performance. Therefore, companies and organizations should enhance technology adoption that is relevant and easy to use and also involve employees in deciding which type of technology to adopt that will enhance job performance.

There should be a fit between the task, job and appropriate technology. For example, technology to be adopted should be able to resolve the expected bottlenecks for which it is acquired. This is because technology is accepted and utilized because of its usefulness to the job or task being performed.

The study shows that employee engagement enhances job performance. Thus managers of companies should embrace and enhance employee engagement among its workers in order to increase productivity and job performance. This can be done through support supervision and continuous encouragement of employees to be highly engaged with work related activities. Also, employees are encouraged to be committed and dedicated to their work in order to perform better.

The findings of the study also revealed that technology adoption and employee engagement significantly predict perceived job performance. Therefore, factors that motivate

employees in different companies to accept technology should be conducted prior to introducing a new technology such as training, trial usage and persuasion for usefulness.

Finally, employees should exhibit high levels of engagement with commitment to work, vigorous and dedicated in order to enhance job performance. This can be emphasized through support supervision, continuous employee encouragement and motivation.

Areas for Further Research

The findings of this research point to the need for further research in the following areas:

This study focused on technology adoption, employee engagement and perceived job performance. However, the model explained only 17.4 % of these variables. Therefore, a large percentage of the unexplained variance suggests the need for additional research incorporating potential unmeasured variables and a wide variety of organizations/industries.

The study was limited only to Hariss international, therefore, the researcher proposes a duplication of the study in other beverage companies such as Century Bottling Company, Crown Bottling Company among others and results be compared.

The research was limited to a cross sectional research study and the researcher proposes that a longitudinal study should be considered in order to validate the findings.

Limitations of the study

The participants thought that the questionnaires were to be used to reprimand them and became uncooperative and refused to fill in the questionnaire with corrective information. The researcher clearly explained to the participants that the importance of the study was purely academic and no any other reason behind the study. Also, the researcher assured participants of confidentiality and also informed them that they were free to either participate or refuse.

Sample was limited to one particular user setting at one point in time and was therefore limited for broader generalization. Therefore, the findings may be validated among other populations.

A cross sectional survey design was used but a longitudinal research design is essential to confirm the linkages among the study variables

Limited time for participants to fill in the questionnaire as most of them had busy schedule at their work place. The researcher continuously reminded the participants about filling the questionnaire through telephone calls so as to create some time for the questionnaire.

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Appendix: Questionnaire

Dear respondents,

I am a student of Kyambogo University, pursuing Masters Degree of Organizational Psychology. I am currently carrying out research on Technology Adoption, Employee Engagement and Perceived job performance among employees working with Hariss International Limited Kampala-Uganda

You have been identified as key and valuable respondent to participate in this research and it is purely academic. Your responses will be treated with high levels of confidentiality and will purely be used for the purpose of this study. It is my humble request that you spare some time and answer the following questions.

Your contribution towards filling this questionnaire will be a great contribution towards my academic achievement.

Section one: Background information. (Tick where applicable)

1. Sex:

Male	Female

2. Marital status

Single	Married	Divorced	Separated	Cohabiting	Widow	Others
1	2	3	4	5	6	7

3. Age

20-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	60 above
1	2	3	4	5	6	7	8	9

4. What is your designation?.....

5. What is your level of education?

Certificate	Diploma	Degree	Postgraduate	Professional course
1	2	3	4	5

6. Years of service

Less than 1	2-5	6-10	11-15	16-20	21-25	26 above
1	2	3	4	5	6	7

7. How many years have you used technology such as computers, internet, smart phone, face book and whatsapp?

Never	Less than 1year	2-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26 above years

Section two: Technology adoption.

Please chose the best answer to the following statements such as 1=strongly disagree (SDA), 2= Disagree (DA), 3= Agree (A), 4= strongly agree (SA).

F1: Perceived Ease of Use (PEU)		**SDA**	**DA**	**A**	**SA**
PEU1	Learning to use technology is easy for me				
PEU2	It is easy to find information with technology adoption				
PEU3	My interaction with technology is clear and understandable				
PEU4	It is easy to adopt technology to do what I want to do				
PEU5	I find technology adoption to be flexible to interact with				
PEU6	It was easy for me to become skillful at using the technology				
F2: Perceived Usefulness (PU)		**SDA**	**DA**	**A**	**SA**
PU1	Using technology improves performance of my task				
PU2	Using technology enables me to have more accurate and updated information				
PU3	Using technology enables me to share my ideas with other employees and managers				
PU4	Using technology enables me to interact with others in the work place				
PU5	Technology enables me to accomplish tasks more quickly				
PU6	Technology adoption increases my productivity in my job				
PU7	Technology adoption is useful in my job				
PU8	Technology adoption makes it easier to do my job				

Please chose the best answer to the following statements such as 1=strongly disagree (SDA), 2= Disagree (DA), 3= Agree (A), 4= strongly agree (SA).

F3: Intention to Use (IU)		**SDA**	**DA**	**A**	**SA**
B11	I plan to use technology on a regular basis				
B12	I predict I will frequently use the technology				
B13	I will recommend others to use technology				
F4: Actual Use (AU)		**SDA**	**DA**	**A**	**SA**
AC1	I use technology many times during a week				
AC2	I frequently use technology				

Section three: Employee engagement.

Please chose the best answer to the following statements such as 1=strongly disagree (SDA), 2= Disagree (DA), 3= Agree (A), 4= strongly agree (SA).

	Vigor	**SDA**	**DA**	**A**	**SA**
EEV1	At my work, I feel bursting with energy				
EEV2	At my job, I feel strong and vigorous				
EEV3	When I get up in the morning, I feel like going to work				
EEV4	I can continue working for a very long periods at a time				
EEV5	At my job, I am very resilient mentally				
EEV6	At my work I always persevere, even when things do not go well				
	Dedication	**SDA**	**DA**	**A**	**SA**
EED1	I find the work that I do full of meaning and purpose				
EED2	I am enthusiastic about my job				
EED3	My job inspires me				
EED4	I am proud of my work that I do				
EED5	To me, my job is challenging				

Please chose the best answer to the following statements such as 1=strongly disagree (SDA), 2= Disagree (DA), 3= Agree (A), 4= strongly agree (SA).

	Absorption	**SDA**	**DA**	**A**	**SA**
EEA1	Time flies when I am working				
EEA2	When I am working, I forget everything else around me				
EEA3	I feel happy when I am working intensely				
EEA4	I am immersed in my work most of the time				
EEA5	I get carried away when I am working				
EEA6	It is difficult to detach myself from my job				

Section four: Perceived job performance.

Please chose the best answer to the following statements such as 1=strongly disagree (SDA), 2= Disagree (DA), 3= Agree (A), 4= strongly agree (SA).

	Task performance	**SDA**	**DA**	**A**	**SA**
TP1	I fulfill my responsibilities specified in the job description				
TP 2	I perform tasks that are expected of me				
TP 3	I meet formal requirements of the job				
TP 4	I adequately completes assigned duties				
TP 5	I engage in activities that will directly improve my performance				
TP 6	I neglect aspects of the job that Iam obligated to perform.				
TP7	I fail to perform essential duties				
TP8	Iam always rewarded and recognized by colleagues for my exceptional work				

Please chose the best answer to the following statements such as 1=strongly disagree (SDA), 2= Disagree (DA), 3= Agree (A), 4= strongly agree (SA).

	Contextual performance (OCB)	**SDA**	**DA**	**A**	**SA**
CP1	I seek and readily accept more work responsibility at all times				
CP2	I get a great deal done with in a set time frame				
CP3	I tell outsiders good things about the company				
CP4	Iam reliable and come on time every morning and every after break and start work immediately				
CP5	I do more work than expected				
CP6	Iam always ready to teach colleagues and others what to do				
CP7	Iam not in the habit of taking days off without planning for them				
CP8	I use personal positions and power to pursue selfish personal gain				
CP9	I never work below my best even without supervision				
CP10	I anticipate problems and develop solutions in advance				
CP11	I help others who have work load				
CP12	Iam concerned with standard of performance				
CP13	I keep making innovative suggestions to improve the company				
CP14	Iam willing to work extra hours without being rewarded				
CP15	I keep all personal meetings with relatives and friends outside office hours				
CP16	I give advance notice if unable to come to work				
CP17	I keep up with any new developments in the organization				
CP18	I volunteer to do things not required by my job but necessary for the organization				

Thanks for invaluable participation.