The Effectiveness of the UPOS system: The Case of a Wholesale and Retail Company

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Abstract

Evaluating the success of information systems has become an essential part for many organizations not only in Belize but around the globe. A research has been conducted on the transaction process system Universal Point of Sale at James Brodie & Company LTD. Data was collected from 30 employees from the various retail branches at James Brodie in Belize City campus by means of surveys. This study provides an empirical test of an adaptation of DeLone and Mc Lean; success model in the context of the Universal Point of Sale transaction processing system. The model consists of six constructs which are information quality, system quality, service quality, user satisfaction, use, and perceived benefits. The two other constructs added were the complimentary technology quality and self-efficacy measure. The UPOS system being used by James Brodie allows middle-managers and other employees to upload documents, conduct daily transactions, and track inventory levels in their individual sector. The aim of this research is to determine the net benefit the UPOS provides and the transaction processing system that is utilized at James Brodie & Company which resulted to be moderately successful. The conclusion of this paper addresses the success of the majority of the responses which shows that more employees find the UPOS system to be helpful and beneficial.

Keywords: Information System, Success Model, UPOS, Transaction Processing System, Perceived Net Benefits

Introduction

To answer the question "what is POS," we begin with the history of the very first POS system. The first POS systems emerged as American businesses evolved from barter transactions to cash. Merchants needed a way to record transactions in accounting books and also keep their money safe. Azel C. Hough found a way to combine these different needs into the same apparatus. The next notable POS system was the first time the term 'cash register' was used. The term was coined by James J. Ritty, a saloon owner in Dayton, Ohio, who was disgruntled by customers stealing money. Thus, he created a machine to count and store the money coming into his businesses.

It worked a lot like a modern cash register; there were keys for entering amount increments of 5 cents and another set of keys for dollar amounts between $1 and $9. The machine kept track of individual transactions, as well as total sales. Fast forward almost a hundred years later to the 1970's for a new definition of what is pos. At this time, electronic cash registers had come onto the scene, but they were limited and largely worked independently from one another. Thus, if you were a large store, you had to add the totals from each register. Then, in 1973, IBM released an actual POS system, which controlled up to 128 IBM cash registers. It was a significant advancement in technology and the first commercial application of peer-to-peer communication and a local area network. From there, the technology took off. McDonald's introduced the first POS system and cash registers that were controlled by a microprocessor. This made it convenient for the cashier because processing an order was quick and easy and it helped the customer by displaying each item as they ordered it. It also allowed McDonald's to get food into customers' mouths quicker because the cashier could press a button once the order was done being given, which sent the ticket to the kitchen, even if the customer hadn't finished paying yet.

In 1986, Gene Mosher produced a touchscreen interface for a POS system. Then, six short years later, Martin Goodwin and Bob Henry brought the technology into the modern age by creating POS software that ran on the popular Windows OS. Throughout the 90's, the technology grew and accelerated to match the boom of computers and the Internet. Then, in the 2000's cloud technology helped push POS systems into their next evolution. This helped drive the costs of this technology down for a variety of reasons. First, data from sales and customer information is stored in the cloud, which saves the need (and cost) of an on-site server. Cloud-based POS saves in hardware costs in other ways too. Since it can be used with mobile devices like tablets, there are fewer upfront costs. More and more businesses are turning to cloud and mobile POS systems because of the cost savings, but also because they are more flexible and scalable to meet emerging needs.

The purpose of this study is to determine the success of the UPOS system at James Brodie & Company LTD as well as ways in which the system can be improved to increase the perceived net benefits to the employees that currently work at the establishment. Over the years the company has been implementing the use of the TPS SAGE for its accounting and administrative sectors as well as UPOS for its retail aspect. It is very essential to determine its value and importance and whether or not the system is successful for James Brodie & Company LTD. This research can be useful to the management of the retailer since it will provide actual data on employee perspective of the UPOS and SAGE systems and provide awareness on the execution of the system by middle-managers and support staff. The Management Team would be provided information that can allow them to improve the retailer's business functions and their strategic business objectives.

We intended to analyze how efficient and successful this system is and ways on how to improve it at the retailer. A basic research method was used with the development of questionnaires to gather information from the employees that are currently working at James Brodie & Company LTD in Belize City. The analysis of the data collected will be represented via tables, chart and other formats to display our findings.

Literature Review

The most important work done in this area is the Information System Success. The research(er) who conducted the work is William H. DeLone and Ephraim R. Mclean. The DeLone and McLean Model of Information Systems Success: A Ten-Year Update. "In the D&M IS Success Model, "systems quality" measures technical success; "information quality" measures semantic success; and "use, user satisfaction, individual impacts," and "organizational impacts" measure effectiveness success." (DeLone & McLean, 2003)

In the original paper the main conclusions were: the interdependent and multidimensional nature of information system success necessitates watchful care to the measurement and definition of each feature of the dependent variable to separate the effect of different independent variables with dependent success dimension(s). Success dimensions chosen and measurements should be dependent on the objectives and context of the empirical investigation. Reduce considerably the number of different measures used for measuring information systems success to ensure research results can be compared and findings authenticated. Investigate and incorporate organizational impact measures in additional field study research. Lastly, further development and authentication of this model is needed before it can be used as a basis for the choice of fitting IS measures.

This research will analyze the previous researches on the success of the Information system, UPOS used by a Wholesale and Retail Company. UPOS (Ultimate Point of Sale) system is a sales, inventory and accounting software. UPOS optimizes sales entry, recognizes unlimited barcode numbers, reports and analyzes sales, recommends reorder reporting, enters credit invoices directly, etc. (Software Connect, 2019)

The use of IS can achieve valuable benefits for an organization including but not limited to gaining competitive advantage, increase productivity, shorter product cycle, automation of operational decision and supporting of strategic and tactical decisions in addition to the overall impact on organizational forms and management paradigms (Al-adaileh, 2008). (Moh'd Al-adaileh, 2009)

"DeLone and McLean identi-fied six variables of IS success- system quality, information quality, use, user satisfaction, individual impact and organi-zational impact. These are interdependent variables. D&M model states that the amount of system use can affect the degree of user satisfaction (DeLone and McLean, 1992)."(Manchanda & Mukherjee, 2013)

It is beneficial to note that other studies made contributions to information systems. In Seddon's model included three types of constructs which measures of information and system quality, system use as a behavior, and general measures of net benefits from system use. (Sabherwal, Jeyaraj, & Chowa, 2006) From Pitt et al. (1995) recommended to include service quality as a construct. Another update to the model addressed the criticism that an information system can affect levels other than individual and organizational levels. Because IS success affects workgroups, industries, and even societies (Myers et al., 1997; Seddon et al., 1999), D&M replaced the variables, individual impact and organizational impact, with net benefits, thereby accounting for benefits at multiple levels of analysis. This revision allowed the model to be applied to whatever level of analysis the researcher considers most relevant. (Petter, DeLone & McLean, 2008)

The D&M model measures technical success. They studied the interrelationships among multidimensional and interdependent constructs. They discovered measures to the effectiveness of success. . The limitation of the previous D&M model were development and validation. Our research in a different region will improve the study by adding a perspective from a developing country. Our study will improve upon the discoveries of information system success and the limitations by introducing a new case. Our research is based on the UPOS system which there are no recognizable validated case to our region.

Methodology

Introduction

In this Chapter, the researcher discussed the research design, population, instruments and procedures used for data collection. In more details, quantitative data will be collected with the help of questionnaires. The data will answer the research in the previous chapter. This research will involve asking a small number of participants a series of informal questions to obtain knowledge on the accounting program used at an established Whole Sale and Retail Company in Belize.

Research Design

The Researcher will use quantitative research conducted by using questionnaires. The questionnaires will consist of Likert scales. A Likert scale gives specific choices for example, strongly agree, agree, not sure, disagree, and strongly disagree (Polit and Hungler 2013). The questionnaires are scored by employees trained in using the accounting software. We will also report on the resulting distribution of scores we found for each instrument. Questionnaires will be most appropriate for this research in order to ensure the regularity of information. A copy on the questionnaire will be attached in the Appendix.

Participants

The respondents in this research will be current employees of the established Whole Sale and Retail Company in Belize. The researchers chose random staff members of the established Whole Sale and Retail Company to assist in gaining knowledge of the use and effectiveness of the system. The research also gathered recommendations to enhance procedures of the accounting system being used based on its findings.

Instrument

The Researcher used a quantitative method through Questionnaires specifically, answers obtained through closed-ended questions designed in a Likert scale. The response options are analyzed using quantitative methods and they may be shown using pie-charts, bar-charts and percentages.

Research Procedure

The following steps were taken to obtain data:

1. The researchers conducted researches to explore any relevant data available about the information systems used the established Whole Sale and Retail Company and how efficient that system is in aiding the management of accounts at the establishment.

2. Research will also be done to understand how the accounting systems work and ways in which it can be used.

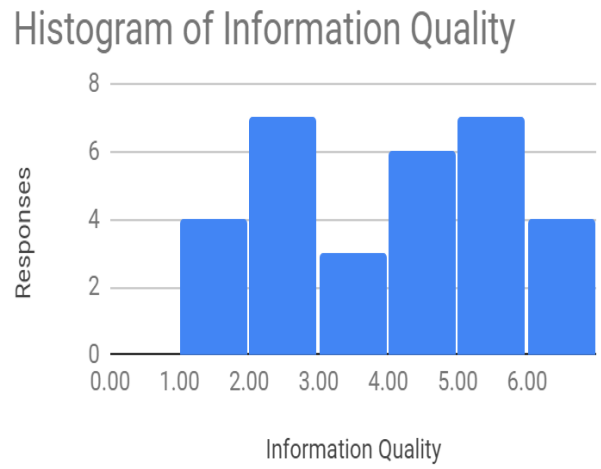
3. The researchers conducted the research through 32 questionnaires issued to staff members of the established Whole Sale and Retail Company in order to understand the information systems and how well it is utilized

4. Finally, the researchers reviewed all information collected and display them in a form readable and understandable charts.

Data Analysis

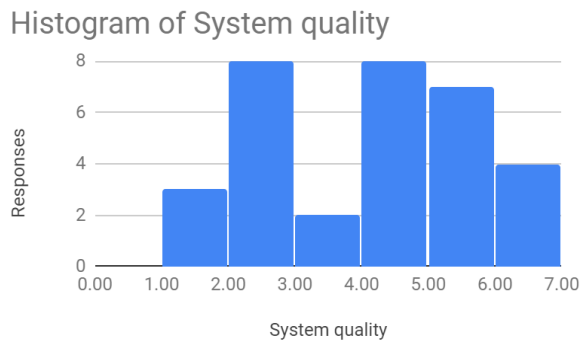
Below are the 8 main questions we asked employees of Brodies about the UPOS system and their individual responses shown in histogram charts.

Figure 1: Histogram of Information Quality



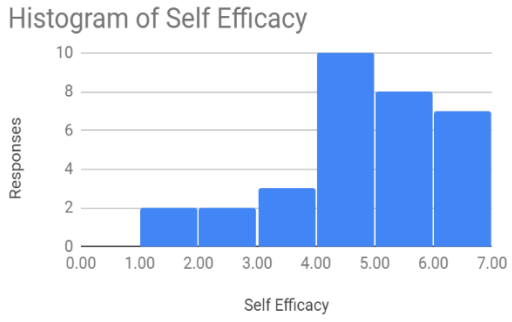
The first question asked about the quality of information the system provides. 4 respondents ranked it at a low score of 1, 7 respondents ranked from 2-3, 3 respondents ranked it at a level of 3-4, 6 respondents at a level of 4-5, 7 respondents at a level of 5-6, and 4 responses at a level of 6-7. So we see the highest amount of respondents ranked it at either level 2-3 or 5-6, which tells us that the information the system provides needs some improvements but is still ok (looking at level 5-6). See chart below.

Figure 2: Histogram of System quality



The second main question asked respondents about the quality of the information system itself. 3 respondents ranked it at level 1-2, 8 respondents ranked it at level 2-3, 2 respondents at 3-4, 8 respondents at 4-5, 7 respondents at 5-6, and only 4 respondents at a level of the highest level 6-7. Therefore from these results, we can make the assumption that the quality of the system is at medium level standards and can definitely do with improvements. See chart below.

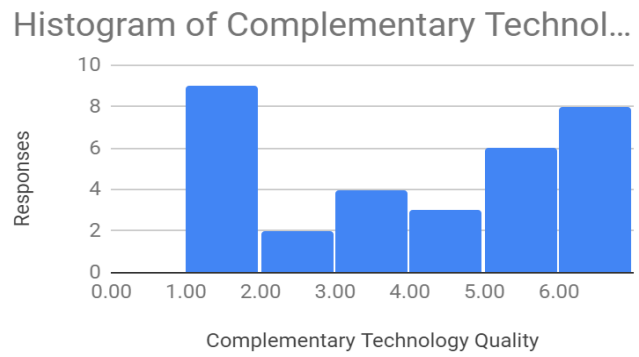
Figure 3: Histogram of Self Efficacy



The third question we asked employees of Brodies was on the Self Efficacy provided by the UPOS system. Self-efficacy refers to an individual's belief in his or her capacity to execute behaviors necessary to produce specific performance attainments (Bandura, 1977, 1986, 1997). Self-efficacy reflects confidence in the ability to exert control over one's own motivation, behavior, and social environment.

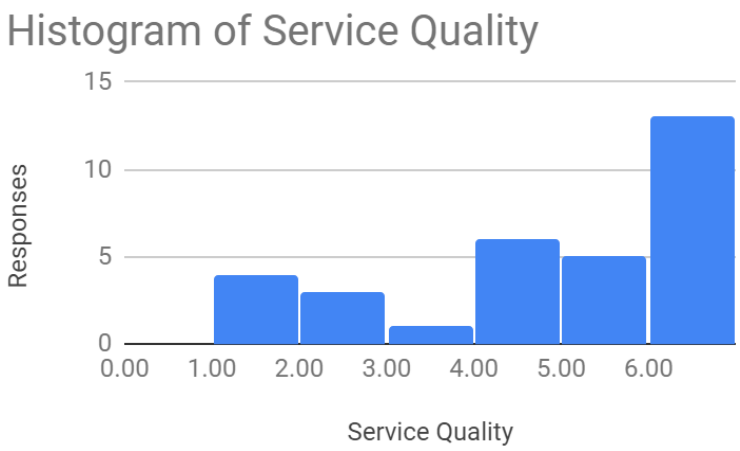
From the histogram below we see that 2 respondents rated it from 1-2, 2 respondents rated it at level 2-3, 3 respondents at level 3-4, 10 respondents at 4-5, 8 respondents and a level of 5-6, and 7 respondents rated the self-efficacy level at 6-7.

Figure 4: Histogram of Complementary Technology Quality



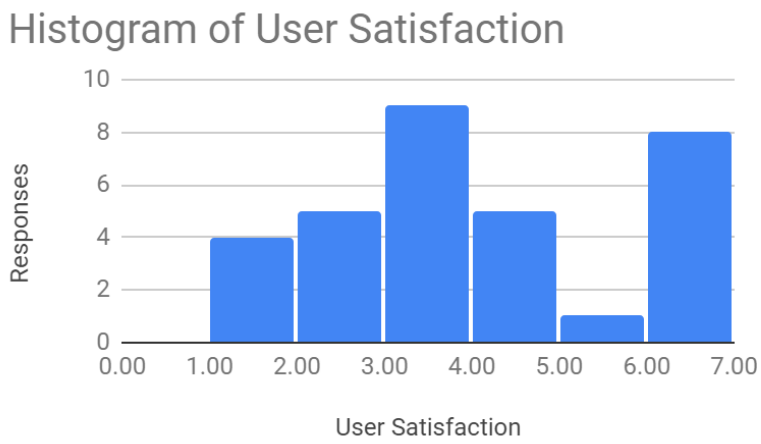
The fourth question was surveyed to determine complementary technology quality. 9 respondents answered either 1 or 2, 2 employees answered either 2 or 3, 4 employees answered either 3 or 4, 3 answered either 4 or 5, 6 answered either 5 or 6, and 8 employees answered either 6 or 7.

Figure 5: Histogram of Service Quality



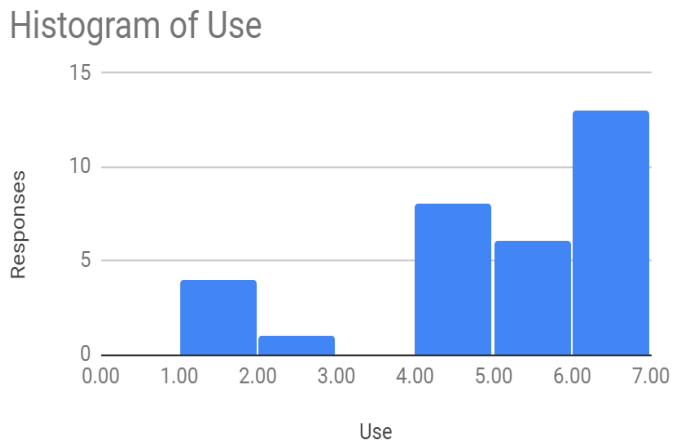
The fifth question was surveyed to determine the quality of service by the UPOS information system. 4 persons ranked it at 1-2, 3 from 2-3, 1 person ranked from 3-4, 6 persons ranked from 4-5, 5 persons ranked it from 5-6, and 13 persons at the highest level of 6-7. This shows that the service the system is providing for the company is at a high level, which is good. It shows that it is working for Brodies and making their service processes more efficient. See chart below.

Figure 6: Histogram of User Satisfaction



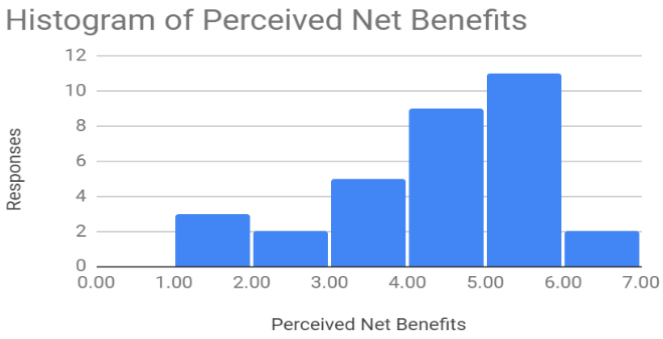
The sixth question surveyed was to determine the level of satisfaction by the information system's (UPOS) users. 4 respondents ranked it at level 1-2, 5 at level 2-3, 9 respondents at level 3-4, 5 respondents at level 4-5, 1 respondent from 5-6, and 8 respondents ranked it at the highest level of 6-7. The majority of respondents ranked this test at either level 3-4 which is low to medium or level 6-7 which is the highest level. Therefore, from these results we see that there are some employees that are very satisfied and some that are not.

Figure 7: Histogram of Use



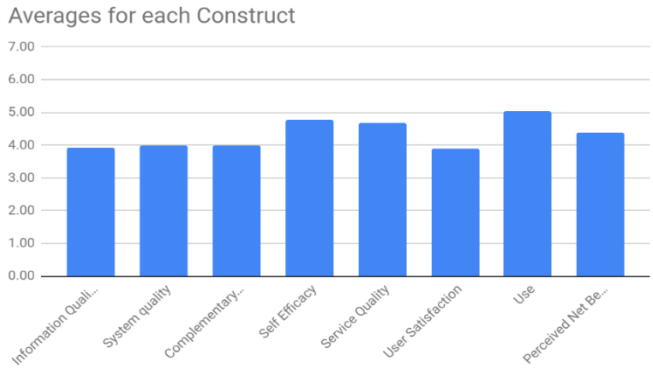
The seventh question we surveyed was to determine the level of USAGE of the system by Brodies' employees. 4 responded that the level of usage was low at level 1-2, 1 responded that the level of usage was at level 2-3, 8 respondents said the usage was at level 4-5, 6 responded the level of usage to be at 5-6, and 13 responded at 6-7 showing a high level of usage. The majority of responses were at a medium to high level which is a good sign. If majority of the numbers were low then Brodies would have to cancel this system and implement a new one that employees would actually use to carry out business functions. See chart below.

Figure 8: Histogram of Perceived Net Benefits



The eighth main question we surveyed was to determine the perceived net benefits to James Brodie & Company Ltd. 3 respondents chose the option of 1-2, which means they see little to no benefits, 2 respondents chose 2-3 which is still low benefits, 5 respondents ranked it at level 3-4, 9 respondents ranked it at a medium level of 4-5, a large number of 11 respondents ranked it at a medium to high level of 5-6, and only 2 respondents ranked the net benefits to be at the highest level of 6-7. From these results, we see the majority ranked the perceived net benefits at a medium to high level with very minimal respondents ranking at very low or very high. See chart below.

Figure 9: Bar Chart of Averages for each Construct



The Bar chart represents the Average Response on all 8 constructs by employees of Brodies. All Constructs showed an average score with a rate of 3 and above. The only exceptions was the construct of User Satisfaction and Use of UPOS. User Satisfaction was below 4. This means that employees are not satisfied with UPOS which could mean there is a communication barrier with the IT department and users of UPOS. However the construct of USE was rated high at a rate of above 5. Therefore, because it is used to frequently by the company and its employees there needs to be more attention paid to the system to make it as user friendly and efficient as possible.

Discussion

To measure the efficiency of UPOS (Universal Point of Sale) at James Brodie & Company Ltd, the basic research method was conducted. The study was based on the Delone and McLean Information System Success Model which is a widely used framework to judge and operationalize the success of Information Systems (Delone & Mc Lean, 2003). The model is made up with a frame of six constructs and more were added to see if it has any impact on a developing country such as Belize. In total the frame of constructs used to measure the success of the Information system was now a total of eight constructs. The 6 constructs that make up the original model consist of the information quality, system quality, service quality, user satisfaction, use, and perceived benefits. The two other constructs added were the complimentary technology quality and self-efficacy measure. These two constructs were added to give a more detailed study in the success and efficiency of UPOS because the research was done in a developing country.

Based on the research many constructs end with many variances. The cause for variances was due to the different opinions of the employees. This could also be due to the fact that UPOS is not being utilized by all employees as they may not need to access any information or carry out their work from the system. The sample size of 32 employees showed different perspectives and views on the point of sale system. Due to this factor the distribution frequencies in each of the constructs was different. However, majority of the responses after converting them to histogram charts showed more or less averaged responses. The less varied construct was the user satisfaction. The other constructs showed minimum variance in the frequency distributions. The results showed low/average level of satisfaction of below 4 which were below the neutral mark for good. This could be due to the IT department not working to make the system more effective and efficient for employees or could be due to a barrier of communication between users of the UPOS system and the IT department to fix any issues and carry out upgrades.

The most important construct to measure the efficiency of UPOS is the perceived net benefits. The perceived net benefits gives a view of the level of satisfaction users but more importantly the shareholders of James Brodie have using UPOS. The frequency distribution for this construct is rated at the range of 4- 6 on its individual average and on the overall average of responses its rate is 4.375260417. This rate implies that employees are moderately satisfied with the system. The results are greater than the neutral point of 4, which means that more users of UPOS find it to be efficient and beneficial.

Conclusion

With our survey on POS, we have been able to systematically gather scientific as well as practical views on the nature and scope of POS. The results show that the respondents tend to agree on the overall quality of the POS benefitting from some improvement, however, the quality of the service by the POS information system itself, shows that the system is working for the company and assisting in making their service more efficient. The POS this organization uses is seen as something essential to its daily operations, which can be seen in the results of the level of usage and the overall perceived net benefit with results of medium to high usage and the highest level of perceived net benefit; the user's satisfaction however, had mixed responses.

The differences in respondents' background variables, however, can only explicate to a limited extent the variations in their agreements on the statements and in definition choices. Presumably, respondents with a relatively longer period of working years at the organization could understand the POS in a way very different from their counterparts with a shorter one. Interestingly, some socio-cultural factors seem relevant and may affect the responses given by the respondents who may have a fear of losing their jobs if they give the "wrong" answer.

Furthermore, there is much more research to be done in the country of Belize as it pertains to the POS. We conclude that the POS is a promising system, but the overall quality could benefit from a few improvements to increase its efficiency. This research provides a basis for further research and opens to the possibility of using the information to create possible solutions to the issues of overall quality of the system.

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Appendix A

Questionnaire I – "The Effectiveness of the UPOS System" (Brodie's Employees)

Purpose

This questionnaire asks for information about your experience with the UnifiedPOS system that is used throughout James Brodie & Company LTD. and how effective it may seem to you as the user. We would like to measure the use of the UPOS system and the effectiveness and efficiency it has on the organization's performance.

Please answer the questions in relation to your personal experience. Your individual responses to the questionnaire will be strictly confidential.

Instructions

This is a survey, not a test; there are no right or wrong answers. Please tick the boxes to mark your answers.

1. Background Information	Answers:
Please indicate your gender:	Male ☐ Female ☐
Please indicate your age:	<25 ☐ 25-35 ☐ 36-45 ☐ 46-55 ☐ >55 ☐
Please indicate highest education level attained:	PhD ☐ Masters ☐ Bachelors ☐ Associates ☐ High School ☐ Primary School ☐
Please indicate your working experience:	<5 ☐ 5-10 ☐ 11-15 ☐ >15 ☐

Indicate your agreement with each statement by rating it from (1) strongly disagree to (7) strongly agree.

2. Information Quality	Disagree ----------Agree
• IQ1: Brodie's UPOS system provides information that is exactly what you need	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ2: Brodie's UPOS system provides information you need at the right time	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ3: Brodie's UPOS system provides information that is relevant to your department	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ4: Brodie's UPOS system provides sufficient information	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ5: Brodie's UPOS system provides information that is easy to understand	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ6: Brodie's UPOS system provides up-to-date information	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
IQ7: Brodie's UPOS system provides sufficient information	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
3. System Quality	**Disagree ----------Agree**
SQ1: Brodie's UPOS system is easy to use	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SQ2: Brodie's UPOS system is user-friendly	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SQ3: Brodie's UPOS system provides high-speed information access.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SQ4: Brodie's UPOS system provides interactive features between users and system.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
4. Complementary Technology Quality	**Disagree ----------Agree**
CTQ1: The computer (desktop, laptop, mobile device) you normally use to access Brodie's UPOS system is adequate	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CTQ2: The computer (desktop, laptop, mobile device) you normally use to access Brodie's UPOS system has a fast and reliable internet connection	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐

CTQ3: The speed of the Internet connection used to access the UPOS system is adequate.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CTQ4: The reliability of the Internet connection used to access the UPOS system is adequate.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
5. Computer Self-Efficacy Measure	**Disagree ----------Agree**
CSE-1 I COULD COMPLETE THE JOB USING THE UPOS System if there was no one around to tell me what to do as I go.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CSE-2 I COULD COMPLETE THE JOB USING THE UPOS SYSTEM if I had never us an information system like it before.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CSE-3 I COULD COMPLETE THE JOB USING THE UPOS SYSTEM if I had only information system manuals for reference.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CSE-4 I COULD COMPLETE THE JOB USING THE UPOS SYSTEM if I had s someone else using the information system before trying it myself.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CSE-5 I COULD COMPLETE THE JOB USING THE UPOS SYSTEM if I could someone for help if I got stuck.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CSE-6 I COULD COMPLETE THE JOB USING THE UPOS SYSTEM if someone else h helped me get started.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CSE-7 I COULD COMPLETE THE JOB USING THE UPOS SYSTEM if l had a lot of ti to complete the job for which the information system was provided.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CSE-8 I COULD COMPLETE THE JOB USING THE UPOS SYSTEM if I had just built-in help facility for assistance.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CSE-9 I COULD COMPLETE THE JOB USING THE UPOS SYSTEM if someone shov me how to do it first.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
CSE-10 I COULD COMPLETE THE JOB USING THE UPOS SYSTEM if I had us similar information systems before this one to do the same job.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
6. Service Quality	**Disagree ----------Agree**
SV1: The support staff keeps Brodie's UPOS system software up to date	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SV2: When employees have a problem Brodie's UPOS system support staff show a sincere interest in solving it	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SV3: Brodie's UPOS system support staff respond promptly when users have a problem	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
SV4: Brodie's UPOS system support staff tell users exactly when services will be performed	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
7. User Satisfaction	**Disagree ----------Agree**
US1: Most of the users bring a positive attitude or evaluation towards the UPOS syste	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
US2: You think that the perceived utility about the UPOS system is high.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
US3: The UPOS system has met your expectations.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
US4: You are satisfied with the UPOS system.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
8. Use	**Never ----------Often**
U1: Your frequency of use of the Brodie's UPOS system is high	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
U2: You depend upon Brodie's UPOS system	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
U3: I was able to complete a task using the UPOS system even when there was no one around to tell me what to do.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
U4: I have the knowledge necessary to use the UPOS system.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
9. Perceived Net Benefits	**Never ----------Often**
NB1: Brodie's UPOS system helps you improve your financial planning	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐

NB2: Brodie's UPOS system helps the organization save costs	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
NB3: The UPOS system helps James Brodie & Company achieve their financial goals	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
NB4: Using the UPOS system improves the assessment and training	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
NB5: Overall, using Brodie's UPOS system enhances my productivity	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
NB6: Overall, using the UPOS system enhances recruitment and performance management.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐

Please return this survey to the person who gave you the form.

Thank you for your participation.