

**WORKPLACE SAFETY PRACTICES AND EMPLOYEE COMMITMENT IN THE
MANUFACTURING INDUSTRY IN UGANDA: A CASE STUDY OF CENTURY
BOTTLING COMPANY LIMITED**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
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**UGANDA CHRISTIAN
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DECLARATION

I, Were Eria, hereby declare that this dissertation titled “*Workplace Safety Practices and Employee commitment in the Manufacturing Industry in Uganda: A Case Study of Century Bottling Company Limited*” is my own original work and has never been presented in fulfilment of the requirements for any academic award at any other academic Institution. All sources of information used in this report have been well cited and corresponding authors acknowledged. I therefore submit it to Uganda Christian University in partial fulfillment for the award of a Master’s Degree in Business Administration.

Signed:

A handwritten signature in blue ink, appearing to read 'Were Eria', with a horizontal line extending to the right.

WERE ERIA

6th May 2026

APPROVAL

I approve that this dissertation by Were Eria, titled: “*Workplace Safety Practices and Employee commitment in the Manufacturing Industry in Uganda: A Case Study of Century Bottling Company Limited*”, has been written under my supervision and is ready for presentation to the Research Defense Committee.

Signature: ...



6th May 2026

PROF. GILBERT MAIGA

SUPERVISOR

DEDICATION

I dedicate this dissertation to my beloved parents; Mr. Hondiko Patrick and Mukyala Annet Hondiko, my lovely wife; Nanyonjo Kareen, and to my wonderful child; Ethan Were.

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I thank God because it is by His sufficient grace that I have come this far. I extend my gratitude to my supervisor, Prof. Gilbert Maiga, who didn't stop at being my supervisor but went on to become a friend and an inspiration to me. I sincerely thank God for the opportunity to meet him as my supervisor.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBCL	Century Bottling Company Limited
CVI	Content Validity Index
ILO	International Labour Organisation
OC	Organisational Commitment
OHS	Occupational Health and Safety
PPEs	Personal Protective Equipment
SPSS	Statistical package for Social Sciences
WHO	World Health Organisation
WPS	Work Place Safety

ABSTRACT

This study was prompted by persistent commitment challenges within Uganda's manufacturing sector and the limited understanding of how workplace safety practices influence employee commitment in this context. The specific objectives were to examine the influence of safety trainings, safety procedures, and management support to safety on employee commitment at Century Bottling Company Limited.

A cross-sectional research design was employed, utilizing a quantitative approach. Data were collected from a sample of 161 employees using structured questionnaires. The sample was selected using stratified and simple random sampling techniques to ensure representation across employment categories. Quantitative data were analysed using SPSS Version 26, employing descriptive statistics, Pearson correlation, and multiple regression analysis to determine the relationships between the variables.

The findings revealed that all three workplace safety practices significantly and positively influenced employee commitment. Safety procedures ($\beta = 0.156$, $t = 2.680$, $p = 0.008$) indicated that clear safety rules, visible signage, and procedural enforcement foster higher levels of employee commitment. Safety trainings ($\beta = 0.169$, $t = 2.509$, $p = 0.013$) suggested that structured health and safety education enhances employee confidence and organizational attachment. Management support ($\beta = 0.581$, $t = 8.098$, $p < 0.001$) demonstrated that proactive leadership and responsiveness to safety concerns significantly improve emotional and moral attachment to the organization.

The study concluded that workplace safety practices, particularly management support, play a crucial role in enhancing employee commitment in Uganda's manufacturing sector. Based on the findings, it was recommended that Century Bottling Company strengthen its safety training programs, rigorously enforce safety

procedures, and foster visible, consistent management involvement in workplace health and safety.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Workplace safety is a fundamental determinant of organizational performance, especially in the manufacturing sector where operational hazards are prevalent, and employee well-being is paramount (Kavuma & Ndugwa, 2022). This study examined the relationship between Workplace Safety Practices and Employee commitment in the Manufacturing Industry in Uganda: A Case Study of Century Bottling Company Limited". The independent variable was Workplace Safety Practices, while the dependent variable was employee commitment.

This chapter presents the background, problem statement, purpose, specific objectives, research questions, hypothesis, conceptual framework, scope of the study, justification of the study, significance of the study, and definition of key terms and concepts.

1.1 Background of the study

This section presents historical, theoretical, conceptual, and contextual perspectives of the study

Historical perspective

The concept of employee commitment has evolved significantly over the years, mirroring changes in organizational structures, human behavior theories, and workforce expectations. Globally, employee commitment initially emerged from traditional theories of organizational behavior in the 20th century, particularly in response to the need for stable, loyal, and productive workforces during industrial

expansion. Early work by Meyer and Allen (1991) introduced the Three-Component Model of organizational commitment—affffective, continuance, and normative commitment—which remains a foundational framework in understanding the emotional and psychological connection between employees and their organizations (Mercurio, 2015; Winarsih, 2022). Over time, the concept expanded beyond loyalty to include constructs like employee engagement, organizational citizenship behavior, and psychological contract fulfillment, with commitment now considered a key driver of organizational resilience and competitive advantage (Wikipedia, 2025).

In developed economies such as the United States and the United Kingdom, the evolution of employee commitment has been closely aligned with shifts in management philosophy. During the late 20th century, high-commitment management approaches emphasized participatory decision-making, professional autonomy, and alignment between individual and organizational goals. These models emerged as alternatives to control-based systems, highlighting the role of empowerment and job enrichment in fostering commitment (Wesenberg, 2025). Empirical studies from these regions show that organizations with strong internal communication, inclusive leadership, and consistent recognition systems report higher levels of affective commitment and lower turnover rates, particularly in knowledge-based and service industries.

In Asia, the discourse on employee commitment has grown rapidly in recent years, driven by the rise of industrial and service economies in countries such as China, India, and Indonesia. Studies across the region have consistently found that leadership style, organizational culture, and career development opportunities are

key antecedents of employee commitment. For example, Andrew (2017) noted that in Sri Lanka, effective training and internal communication were significantly correlated with employee commitment and organizational performance. Similarly, Ong et al. (2024) emphasized that commitment plays a crucial mediating role between HR practices and retention outcomes, particularly in fast-growing sectors like manufacturing and ICT.

Across Africa, the evolution of employee commitment has been shaped by dynamic socio-economic, political, and institutional factors. Historically, many African public and private organizations operated under hierarchical and transactional leadership systems that limited employee voice and discouraged emotional attachment to the organization. This contributed to low morale, high attrition, and a perception of work as a mere obligation rather than a source of fulfillment (Tongo & Nnedum, 2022). However, with increasing focus on human capital development and leadership transformation, many African organizations are now adopting participatory management and strategic HR practices to boost commitment levels (Kiptoo & Mwirigi, 2023). In Zimbabwe, for instance, researchers have highlighted the growing role of work-life balance and recognition in driving affective commitment among employees (Zimbabwe, 2022).

In East Africa, particularly in Uganda, employee commitment is increasingly recognized as a determinant of organizational effectiveness. Several studies have highlighted the link between HR practices—such as fair recruitment, training, supervision, and motivation—and commitment in both public and private organizations. Matovu and Nabayinda (2020), in their study of Kampala Capital City Authority, found that psychological orientation and organizational support strongly

influenced employee performance through commitment. In the public service sector, efforts to reform HR practices have contributed to incremental improvements in employee engagement and institutional loyalty (Nuwagira et al., 2023). However, challenges such as bureaucratic inefficiencies, inadequate supervision, and limited career advancement opportunities continue to undermine sustained commitment in many government institutions.

Within Uganda's private sector, employee commitment is increasingly being studied in the context of performance, retention, and workplace safety. Mugizi and Nuwatuhaire (2018) revealed that fair recruitment and selection processes significantly affect commitment levels, especially among academic staff in private universities. Similarly, Adoniya et al. (2023) found that HR practices such as recognition, mentoring, and rewards were directly associated with higher employee engagement and lower turnover intentions. Despite these findings, gaps remain in understanding how workplace environmental factors, such as occupational safety and health practices, influence employee commitment in Uganda's manufacturing industry.

At the organizational level, Century Bottling Company Limited, a key player in Uganda's beverage manufacturing sector and a franchisee of Coca-Cola, offers a relevant case for examining employee commitment through the lens of workplace safety. Although academic studies specific to Century Bottling Company remain limited, broader insights from the sector suggest that organizations with structured safety protocols, consistent employee engagement, and performance-based rewards are more likely to experience higher levels of commitment and workforce stability (Kavuma & Ndugwa, 2022). Given the physical risks inherent in manufacturing,

workplace safety practices may serve as both a functional and symbolic indicator of organizational care, thus enhancing affective and normative commitment among employees.

Theoretical perspective

This study was guided by two core theories: Goal-Freedom Alertness Theory to explain the influence of workplace safety practices (independent variable) and the Distractions Theory to explain employee commitment (dependent variable). These theories provided a comprehensive lens for understanding how the physical and psychological aspects of the work environment affect employee behavior, attention, and attachment to organizational goals.

The Goal-Freedom Alertness Theory, developed by Kerr (1954), suggests that employees perform better when they are free from danger and empowered to pursue their tasks without fear of harm. According to this theory, the degree of alertness among workers is directly linked to the level of safety and autonomy they experience in their environment. When employees feel secure and unhindered in pursuing their work goals, they are more likely to remain alert, focused, and committed to the organization (Oluoch, 2022). Recent occupational health literature supports this view, indicating that organizations that promote autonomy, enforce safety standards, and involve employees in goal setting tend to experience higher levels of productivity and organizational loyalty (Mwangangi, 2022). In manufacturing environments such as Century Bottling Company Limited, where physical risks are prevalent, this theory highlights the importance of a safe and enabling work environment in fostering employee attentiveness and commitment.

Complementing this is the Distractions Theory proposed by Hinze (1997), which explains how workplace distractions—both physical and mental—can impair employee performance and engagement. The theory posits that distractions arising from unsafe conditions, environmental noise, poorly designed workspaces, or excessive cognitive load reduce a worker's capacity to focus, thereby lowering commitment and increasing the risk of errors and accidents. Recent studies have affirmed that distraction impairs hazard recognition and undermines safety behavior, especially in high-risk industries (Hasanzadeh & De La Garza, 2020; Namian et al., 2018). In the context of manufacturing, persistent distractions contribute to stress, mental fatigue, and disengagement, eventually eroding affective and normative commitment to the organization (Kashima et al., 2023). Therefore, minimizing distractions is not only a safety concern but also a strategic imperative for enhancing employee retention and organizational citizenship behavior.

Together, these two theories provided a robust conceptual foundation for analyzing the relationship between workplace safety and employee commitment. While Goal-Freedom Alertness Theory emphasizes the importance of safety and autonomy in maintaining worker alertness and performance, Distractions Theory underscores how unsafe or chaotic environments diminish commitment through cognitive overload and reduced engagement. Applied to Century Bottling Company Limited, these theories informed the understanding of how structured safety practices and minimized distractions contribute to sustained employee commitment in Uganda's manufacturing sector.

Conceptual perspective

This research was grounded in the concepts of workplace safety practices and employee commitment, both of which play a pivotal role in shaping organizational outcomes, particularly in high-risk industries such as manufacturing. In contemporary industrial management, workplace safety extends beyond compliance with occupational health standards to encompass organizational culture, employee involvement, and proactive risk prevention strategies. A safe working environment not only protects employees from physical harm but also fosters psychological security, which is a critical determinant of employee commitment and performance (Kashima et al., 2023).

Workplace safety practices include a range of measures such as hazard identification, safety training, emergency preparedness, and health surveillance systems. These practices, when consistently implemented, contribute to a positive safety climate, which in turn enhances employees' trust and engagement within the organization. Studies showed that employees are more likely to commit to organizations that prioritize their health and well-being, particularly in physically demanding sectors like beverage manufacturing (Mwangangi, 2022). As such, safety management is increasingly viewed not just as a regulatory obligation but as a strategic tool for fostering workforce loyalty, reducing absenteeism, and improving productivity (Gul & Asif, 2021).

Employee commitment refers to the psychological and emotional attachment that an individual has to their organization. It is often categorized into three components: affective commitment (emotional attachment), continuance commitment (awareness of the costs associated with leaving), and normative commitment (a sense of obligation to remain) (Meyer & Allen, 1991; Mercurio, 2015). In Uganda's

manufacturing sector, commitment is closely linked to job satisfaction, workplace environment, safety standards, and organizational culture. Employees who perceive their workplaces as safe and supportive are more likely to demonstrate higher levels of affective and normative commitment (Kavuma & Ndugwa, 2022). On the contrary, poor safety practices can lead to demotivation, increased turnover, and lower productivity, particularly in environments where manual labor and machine-related risks are common.

Despite growing interest in occupational safety and human resource practices, there remained limited empirical inquiry in Uganda into how safety practices influence employee commitment in manufacturing firms. Most available studies focused on compliance and injury prevention, often overlooking the psychological and behavioral outcomes of safety culture. This study sought to bridge that gap by examining the relationship between workplace safety practices and employee commitment at Century Bottling Company Limited. The conceptual lens guided this research views safety training, safety communication, and incident response mechanisms as critical dimensions of workplace safety, which collectively shaped employees' perceptions of care, trust, and organizational support.

In this study, employee commitment was conceptualized as the willingness of employees to remain with the organization, align with its values, and exert effort beyond their formal roles. It is influenced by both tangible and intangible workplace conditions, including safety, fairness, and managerial responsiveness. Given the hazardous nature of manufacturing work, especially in beverage bottling environments, safety practices may serve not only to prevent injuries but also to

communicate respect and concern for employee well-being—factors that are essential to fostering long-term organizational commitment (Nuwagira et al., 2023).

Therefore, understanding how workplace safety practices contribute to employee commitment was especially relevant in Uganda’s manufacturing context, where labor-intensive operations and minimal automation expose workers to daily risks.

Contextual perspective

Century Bottling Company Limited is a leading beverage manufacturing firm in Uganda and the official franchise bottler of Coca-Cola products in the country. As part of the Coca-Cola Beverages Africa (CCBA) group, the company was responsible for the production, distribution, and marketing of non-alcoholic beverages, including soft drinks, bottled water, and energy drinks. With operational plants located in Namanve and Mbarara, Century Bottling Company played a significant role in Uganda’s fast-moving consumer goods (FMCG) sector and contributed to national employment, industrialization, and economic growth (CCBA, 2023).

The manufacturing sector in Uganda, while growing steadily, continued to face persistent challenges related to occupational safety, employee welfare, and workforce retention. Manufacturing environments were inherently high-risk due to the presence of machinery, chemicals, and fast-paced production lines. At Century Bottling Company, employees worked across multiple units including bottling, packaging, logistics, and quality assurance—each of which carried specific health and safety risks. As such, the company had established safety protocols aligned with both national labor laws and international safety standards set by The Coca-Cola Company (UIA, 2022). These included routine safety drills, personal protective equipment (PPE), incident reporting systems, and health surveillance procedures.

Despite these efforts, concerns persisted regarding the practical implementation and effectiveness of workplace safety measures, particularly at the shop-floor level. Reports indicated that employees often encountered challenges such as machinery-related risks, ergonomic strain, exposure to heat and noise, and occasional lapses in safety compliance (Kavuma & Ndugwa, 2022). Such conditions, if not effectively managed, could erode employee trust, lower morale, and reduce long-term organizational commitment. In industries like beverage manufacturing, safety was not only about physical protection but also about psychological security, which shaped employees' perceptions of employer care and influenced their willingness to remain loyal and engaged.

Moreover, the highly structured and performance-driven nature of Century Bottling Company's operations placed significant pressure on employees to meet daily production targets. While this created a dynamic work environment, it could also lead to fatigue, stress, and disengagement if not accompanied by supportive health and safety practices. Limited opportunities for feedback, rigid operational schedules, and gaps in participatory safety planning had been highlighted in internal reports as factors that influenced the degree to which employees felt valued and committed to the organization (UIPE, 2021).

To address these challenges, the company had initiated various workplace wellness programs, staff training, and safety awareness campaigns. However, the link between these initiatives and employee commitment remained under-explored. While corporate policies emphasized safety and performance, there was a need to examine how safety practices influenced employees' emotional attachment, willingness to remain, and perceived obligation to the organization. Understanding

this relationship was particularly important in Uganda's competitive labor market, where skilled manufacturing workers were increasingly seeking safer and more supportive workplaces.

This study therefore focused on Century Bottling Company Limited as a case through which to investigate the relationship between workplace safety practices and employee commitment. The company provided a rich context due to its industrial scale, adherence to global standards, and dual challenges of maintaining productivity while ensuring employee well-being. Findings from this study were expected to provide insights into how manufacturing firms in Uganda could leverage safety practices not only to comply with regulations but also to foster a committed and motivated workforce.

1.2 Problem statement

Employee commitment is essential for organizational sustainability, especially in high-risk and productivity-intensive sectors such as manufacturing. Ideally, organizations are expected to foster environments where employees feel physically safe, psychologically secure, and emotionally invested in their work. Effective workplace safety practices—such as the provision of personal protective equipment, hazard awareness training, incident response mechanisms, and ongoing health surveillance—should contribute not only to accident prevention but also to increased employee trust, morale, and long-term organizational loyalty (Gul & Asif, 2021; Kashima et al., 2023).

At Century Bottling Company Limited, a leading beverage manufacturer in Uganda and a franchisee of Coca-Cola Beverages Africa, several organizational support systems have been instituted to promote employee health and safety. These include

first aid and medical treatment for staff, clearly defined safety rules and procedures, and continuous education on health-related risks (Century Bottling Company, 2019). In theory, such measures are expected to serve as both a protective and motivational tool, fostering higher levels of employee commitment. However, in practice, the company continues to grapple with persistent concerns related to low employee dedication. The company's annual report (2019) highlights indicators such as workplace absenteeism, poor task ownership, and declining morale among sections of staff—symptoms that suggest a disengaged and demotivated workforce.

This inconsistency between expected outcomes of safety practices and actual employee behavior raises a significant concern. While safety initiatives have been implemented, their effectiveness in enhancing employee commitment remains unclear. The gap in empirical understanding of how occupational safety interventions influence employee commitment—particularly in Uganda's manufacturing sector—limits the ability of firms like Century Bottling Company to fully leverage safety as a strategic human resource management tool (Kavuma & Ndugwa, 2022). Additionally, the available literature has often focused on compliance and injury reduction, with little emphasis on the psychological or motivational impact of safety practices on organizational attachment and workforce stability (Nuwagira et al., 2023).

In the short term, this lack of alignment between safety investment and employee outcomes contributes to absenteeism, operational inefficiencies, and increased supervision costs. In the long term, it poses a threat to workforce retention, erodes organizational culture, and compromises the company's ability to maintain a high-performing, loyal workforce in a competitive labor market. This study was therefore

prompted by the growing concern over declining employee commitment at Century Bottling Company Limited, and the need to examine whether—and to what extent—workplace safety practices influence employee commitment in Uganda’s manufacturing industry.

1.3 Purpose of the study

To investigate the relationship between Workplace Safety Practices and Employee Commitment in the Manufacturing Industry in Uganda, focusing on Century Bottling Company Limited.

1.4 Specific objectives

The study sought to achieve the following objectives;

- 1) To examine the relationship between safety trainings and employee commitment at Century Bottling Company Limited
- 2) To investigate the relationship between safety procedures and employee commitment at Century Bottling Company Limited
- 3) To examine the relationship between Management support to safety and employee commitment at Century Bottling Company Limited

1.5 Research questions

The study answered the following research questions;

1. What is the relationship between safety trainings and employee commitment at Century Bottling Company Limited?
2. What is the relationship between safety procedures and employee commitment at Century Bottling Company Limited?

3. What is the relationship between Management support to safety and employee commitment at Century Bottling Company Limited?

1.6 Hypothesis

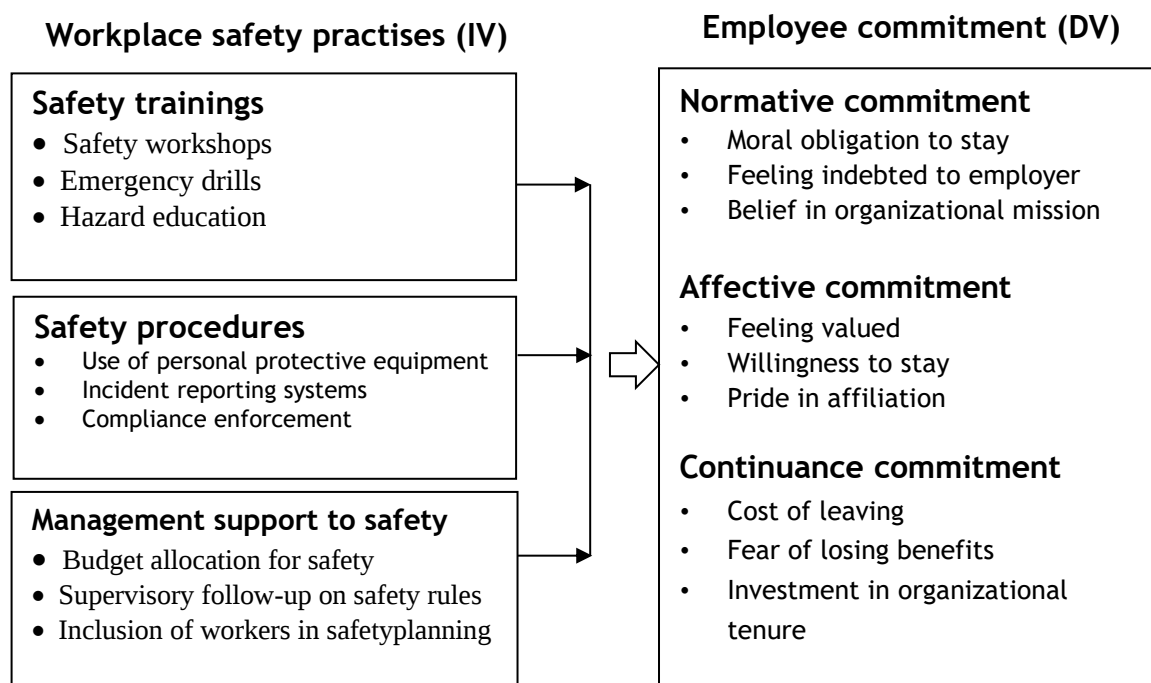
The study tested the following hypothesis;

H1: There is a significant relationship between safety trainings and employee commitment at Century Bottling Company Limited

H2: There is a significant relationship between safety procedures and employee commitment at Century Bottling Company Limited

H3: There is a significant relationship between Management support to safety and employee commitment at Century Bottling Company Limited

1.7 Conceptual framework



Source: Adapted from Kavuma & Ndugwa (2022) and modified by the researcher

Figure 1.1: Conceptual framework

The conceptual framework for this study is grounded in the premise that effective workplace safety practices positively influence employee commitment in manufacturing settings. The framework categorizes workplace safety practices (the independent variable) into three dimensions: safety trainings, safety procedures, and management support to safety. These components are expected to influence the three forms of employee commitment (the dependent variable): affective, continuance, and normative commitment.

The framework is anchored in Goal-Freedom Alertness Theory, which posits that a work environment characterized by safety, autonomy, and support enhances employee alertness and commitment (Kerr, 1954). According to this theory, employees are more likely to stay focused and productive when they perceive their workplace as secure and when organizational systems support the attainment of goals.

In this context, safety trainings (e.g., emergency drills and hazard education) empower employees with the knowledge and readiness to handle occupational risks, which contributes to psychological freedom and focus. Safety procedures, such as the proper use of personal protective equipment (PPE) and effective incident reporting systems, reduce uncertainty and promote a structured environment, fostering confidence and commitment. Management support to safety, through supervisory involvement and participatory safety planning, reinforces employee perceptions of organizational care, which enhances affective and normative commitment.

Additionally, the framework is supported by the Distractions Theory (Hinze, 1997), which explains that environmental distractions—such as unsafe conditions, poor

communication, or inconsistent procedures—can impair an employee’s ability to concentrate and perform. This theory is particularly relevant in manufacturing environments like Century Bottling Company Limited, where production processes are fast-paced and physically demanding. When safety practices are weak or inconsistently applied, they create distractions that reduce motivation, morale, and focus. Conversely, when employees perceive their workplace as organized, safe, and attentive to their needs, distractions are minimized, leading to improved emotional attachment (affective commitment), reduced desire to leave (continuance commitment), and stronger moral obligation to stay (normative commitment).

Thus, this conceptual framework illustrates the pathway through which well-structured and consistently supported safety practices contribute to higher levels of employee commitment. The framework provides a theoretical and practical basis for understanding how safety influences organizational loyalty, especially in high-risk manufacturing contexts by linking each dimension of workplace safety to specific psychological and behavioral outcomes. Ultimately, the framework suggests that improving safety not only reduces accidents but also strengthens employee-employer relationships through enhanced commitment.

1.8 Scope of the study

This section presents the content, time and geographical scope of the study

1.8.1 Content scope

This study focused on examining the relationship between workplace safety practices and employee commitment in a manufacturing environment. Specifically, the independent variable—workplace safety practices—was explored through three

core dimensions: safety trainings, safety procedures, and management support to safety. The dependent variable—employee commitment—was assessed through three components: affective commitment, continuance commitment, and normative commitment, based on Meyer and Allen's (1991) Three-Component Model. The study investigated how the presence, implementation, and perception of these safety measures influenced the level of commitment among employees at Century Bottling Company Limited.

1.8.2 Time scope

The study covered the period 2021 to 2024, a timeframe characterized by significant investments in workplace safety by Century Bottling Company, as highlighted in its annual reports. This period was also marked by post-COVID19 pandemic operational adjustments, which saw many firms reassess their occupational health and safety practices. Employee attitudes and organizational commitment during this timeframe were influenced by these evolving safety standards and management practices, making it a critical period for examining the impact of safety interventions on workforce stability and engagement..

1.8.3 Geographical scope

This study was geographically limited to the headquarters of Century Bottling Company Limited, on Plot 964 Plot 964 Kyaggwe, Namanve Jinja Road in Namanve Industrial Park, Mukono District. The geographic coordinates of the Century Bottling Company headquarters in Namanve are approximately 0.3539° N latitude and 32.6872° E longitude. This location lies within the greater Kampala Metropolitan Area and represents one of the most industrialized zones in Uganda. The study's

focus on this specific site allowed for an in-depth assessment of workplace safety practices and employee commitment in a real-time, high-volume manufacturing context, making the findings particularly relevant to Uganda's industrial sector.

This site was selected due to its high employee concentration, diverse operational departments (including production, quality assurance, logistics, and safety management), and its strategic role in shaping and implementing organizational safety policies.

1.9 Justification of the study

Workplace safety has become an increasingly critical issue in industrial sectors worldwide, particularly in developing countries where enforcement of occupational safety regulations is often limited. In Uganda's manufacturing industry, workplace accidents, safety non-compliance, and poor working conditions remain common, yet their long-term impact on employee behavior and organizational performance has received insufficient empirical attention (Kavuma & Ndugwa, 2022). Century Bottling Company Limited, a key player in Uganda's beverage manufacturing sector, has invested in various safety initiatives to protect its workforce. However, despite these interventions, internal reports indicate recurring challenges related to absenteeism, low morale, and declining employee commitment (Century Bottling Company, 2019).

This study was justified on several grounds. First, it addressed a practical gap by investigating whether existing safety practices are effectively influencing employee commitment in a high-risk manufacturing environment. Understanding this relationship is crucial for firms like Century Bottling Company Limited that aim to not only meet compliance standards but also enhance productivity and reduce

turnover. Second, the study responded to a theoretical gap, as most existing literature in Uganda has focused on compliance and risk mitigation, with limited emphasis on the motivational and behavioral outcomes of workplace safety practices (Nuwagira et al., 2023).

Third, the study has policy relevance, especially for industrial human resource and safety managers, by providing evidence to inform workplace safety reforms that go beyond regulation to incorporate employee perceptions and organizational commitment. In the wake of increased competition in the labor market, companies are under pressure to retain skilled employees, and safety practices can be a differentiating factor. Fourth, the study contributes to the academic discourse by applying the Goal-Freedom Alertness Theory (Kerr, 1954) and Distractions Theory (Hinze, 1997) to an African industrial context, offering insights into how workplace environment influences cognitive focus, emotional attachment, and worker retention. Lastly, the research holds social value as it highlights how investments in employee safety can improve worker welfare, promote decent work, and support the attainment of Sustainable Development Goal 8, which calls for inclusive and sustainable economic growth, full and productive employment, and decent work for all (United Nations, 2020).

1.10 Significance of the study

The findings of this study are expected to be valuable to various stakeholders, including academia, policymakers, industry practitioners, and future researchers.

To Academia, the study provides updated empirical evidence on the relationship between workplace safety practices and employee commitment in the manufacturing sector. It contributes to the growing body of knowledge in

organizational behavior, human resource management, and industrial psychology, especially in the context of Sub-Saharan Africa.

To Policy Experts and Researchers, the study offers evidence-based recommendations that can inform occupational safety and workforce retention policies in Uganda's manufacturing sector.

To the Management of Century Bottling Company Limited, the study provides an opportunity to review and assess the effectiveness of its current safety practices. The findings can guide improvements in safety communication, training, and employee involvement strategies, ultimately leading to enhanced commitment, reduced turnover, and improved operational efficiency.

To Other MDAs and Private Sector Organizations, particularly those operating in high-risk and labor-intensive environments, the study provides a useful model for aligning occupational safety strategies with workforce management practices.

To Future Researchers, the study serves as a foundational reference for further investigations into the relationship between workplace conditions and employee outcomes.

Finally, the study was conducted in partial fulfillment of the requirements for the award of a Master of Business Administration (MBA) degree of Uganda Christian University, and thus contributes to the academic and professional development of the researcher.

1.11 Definitions of key terms and concepts

Workplace safety refers to the policies, procedures, and practices implemented to protect employees from physical, chemical, biological, and ergonomic hazards in the workplace (Gul & Asif, 2021).

Safety trainings are structured learning programs designed to equip employees with knowledge and skills to identify, avoid, and respond to potential workplace hazards. (Oluoch, 2022).

Safety procedures refer to documented protocols that guide employees on how to safely perform tasks and respond to incidents. (Mwangangi, 2022).

Management support to safety is the extent to which organizational leadership is committed to occupational health and safety. (Kavuma & Ndugwa, 2022).

Employee commitment is the psychological attachment and loyalty an individual has toward their organization, influencing their willingness to remain employed and exert effort on behalf of the organization (Meyer & Allen, 1991; Mercurio, 2015).

Affective commitment is the emotional attachment an employee has to their organization (Mercurio, 2015).

Continuance commitment refers to an employee's awareness of the costs associated with leaving the organization (Meyer & Allen, 1991).

Normative commitment is the feeling of obligation or moral duty an employee has to remain with their organization (Winarsih, 2022).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the associated literature on Workplace Safety Practices and Employee commitment in the Manufacturing Industry in Uganda: A Case Study of Century Bottling Company Limited based on what different authors have observed worldwide. The literature was gathered from various sources, including past research dissertations, textbooks, journals, conference papers, and magazines. This section is organized into an introduction, a theoretical review, an empirical review, and a summary of the literature.

2.1 Theoretical Review

This study was guided by two core theories: Goal-Freedom Alertness Theory (Kerr, 1954) (independent variable), and Distractions Theory (Hinze, 1997), which elucidated employee commitment (dependent variable).

2.1.1 Goal-Freedom Alertness Theory (Kerr, 1954)

The Goal-Freedom Alertness Theory, developed by Kerr in 1954, posits that individuals are more alert, productive, and committed when they operate in environments that are physically safe and psychologically enabling. The central assumption of the theory is that workplace hazards and restrictions impair employees' ability to focus on goals, while freedom from such risks enhances cognitive alertness, motivation, and performance. According to Kerr, alertness is heightened when individuals perceive a clear and safe path toward achieving work

objectives without undue interference or risk of harm. This makes the theory particularly relevant to manufacturing environments where physical safety directly affects worker engagement.

Recent studies continue to affirm the validity of Kerr's assumptions in modern occupational contexts. For example, Oluoch (2022) found that organizations that emphasized employee safety and allowed autonomy in task execution experienced higher levels of productivity and retention in industrial settings. Similarly, Mwangangi (2022) noted that psychological safety—a key aspect of Kerr's framework—was positively associated with employee concentration, risk awareness, and long-term organizational loyalty in Kenyan beverage firms. However, the theory has also faced criticism for its overemphasis on individual cognition while underestimating organizational factors such as leadership, cultural context, and team dynamics. Critics argue that while safe environments are essential, commitment also depends on interpersonal relationships and organizational justice (Hasanzadeh & De La Garza, 2020).

Despite these criticisms, the theory remains highly applicable to this study as it provides a useful lens for understanding how workplace safety practices—such as safety training and freedom from hazards—contribute to employee alertness and organizational commitment. Within the context of Century Bottling Company Limited, the theory supports the idea that well-structured safety environments can reduce distractions, build trust, and strengthen employee dedication to organizational goals.

2.1.2 Distractions Theory (Hinze, 1997)

The Distractions Theory, proposed by Hinze in 1997, explains that both physical and cognitive distractions in the workplace can impair employee performance, increase safety risks, and weaken organizational engagement. The theory assumes that distractions—ranging from excessive noise and unsafe equipment to unclear procedures and mental overload—divert employees' attention from tasks, thus increasing the likelihood of accidents and reducing job satisfaction. Hinze argued that reducing these distractions not only enhances safety but also improves employees' focus, morale, and commitment to the organization.

Recent literature supports the continued relevance of this theory, especially in high-risk sectors like manufacturing. For instance, Hasanzadeh et al. (2021) demonstrated that distractions significantly reduce hazard recognition and increase cognitive fatigue among workers in construction and industrial plants. Similarly, Kashima, Nakamura, and Ogura (2023) found that repeated exposure to environmental stressors such as noise, heat, and procedural ambiguity contributed to mental fatigue and reduced affective commitment among production-line workers in Japan. However, the theory has been critiqued for treating distractions largely as environmental phenomena, with limited attention to how individual resilience, emotional intelligence, and managerial intervention can mediate their effects (Namian et al., 2018).

Nevertheless, the Distractions Theory was particularly relevant to this study as it highlights the inverse relationship between environmental chaos and employee commitment. In the context of Century Bottling Company Limited, the theory helps explain how unmanaged workplace distractions—such as safety lapses, poor

communication, and rigid schedules—can undermine employee morale and foster disengagement. It also justifies the need to evaluate management support systems as a means to reduce cognitive load and promote commitment in fast-paced industrial settings.

2.2 Conceptual review

This section presents a review of the literature on the major concepts of the study

2.2.1 Workplace practices

Workplace safety practices refer to the systematic policies, procedures, and behaviors implemented to prevent injuries, protect employee well-being, and promote health and safety compliance within organizational settings. Over the years, the scope of workplace safety has expanded from mere regulatory compliance to include safety culture, employee participation, and psychological safety dimensions. Scholars argue that safety practices are not only essential for minimizing occupational hazards but also serve as mechanisms for enhancing workforce morale, trust, and productivity (Gul & Asif, 2021).

A study by Oluoch (2022) in Kenya found that the presence of structured safety programs, such as regular hazard assessments, emergency drills, and PPE enforcement, was positively associated with employee satisfaction and task performance in industrial zones. The research emphasized the role of safety communication and employee inclusion in safety decision-making as critical enablers of safety compliance. Similarly, Mwangangi (2022) confirmed that occupational safety policies significantly influenced operational efficiency and reduced workplace accidents in Kenyan beverage companies. These findings align with global literature

that positions safety training and procedural clarity as essential in high-risk environments such as manufacturing.

In Nigeria, Adigun and Obalola (2021) investigated safety practices in the construction industry and found that when safety procedures are clearly defined and supported by top management, accident rates drop significantly, and employee trust in the organization improves. The authors noted that management commitment to safety—in the form of resource allocation, visible leadership, and supervision—was the strongest predictor of safety behavior, outweighing even the presence of formal safety policies. This reinforces the view that safety culture is influenced not only by structural arrangements but also by leadership support and employee perception.

In Uganda, Kavuma and Ndugwa (2022) examined the link between safety practices and employee retention in manufacturing companies and found that safety protocols such as training programs, availability of PPE, and clear reporting procedures contributed to greater job satisfaction and retention. However, their study noted implementation gaps, including inadequate supervision, poor feedback systems, and limited worker involvement, which diminished the effectiveness of safety practices. This suggests that safety practices must go beyond policy statements and be embedded in day-to-day operations and worker experiences.

International studies have further highlighted the role of safety climate, defined as employee perceptions of the priority given to safety in the workplace. Clarke (2021) conducted a meta-analysis showing that organizations with strong safety climates report fewer injuries, higher morale, and improved performance. However, the author warned that superficial safety campaigns or inconsistent enforcement undermine the credibility of safety programs and reduce their impact. Hasanzadeh

and De La Garza (2020) also emphasized that distractions, poor layout design, and cognitive overload can negate the benefits of safety protocols if environmental stressors are not addressed.

Despite these contributions, a gap remains in literature concerning the link between workplace safety practices and behavioral outcomes such as employee commitment, especially in African manufacturing contexts. Most existing research has focused on the relationship between safety practices and accident rates or compliance levels, with limited attention to how employees internalize these practices and whether they translate into long-term organizational loyalty (Kashima et al., 2023). Moreover, very few studies adopt an integrated view that combines physical safety and psychological safety as components of effective safety systems.

Therefore, this study contributes to the literature by exploring the relationship between safety practices—specifically safety trainings, procedures, and management support—and employee commitment in a Ugandan manufacturing context. It responds to calls for more context-specific studies that examine how safety interventions influence not only physical well-being but also motivation, engagement, and retention within industrial workplaces.

2.2.2 Employee commitment

Employee commitment refers to the psychological attachment, emotional engagement, and continued allegiance an individual has to their organization. It is widely recognized as a critical predictor of job performance, retention, and organizational citizenship behavior (Mercurio, 2015). Meyer and Allen's (1991) Three-Component Model—*affective*, *continuance*, and *normative* commitment—remains the most cited framework in contemporary research, especially in studies examining

how commitment is shaped by leadership style, workplace conditions, and organizational support.

Globally, numerous studies have examined the antecedents and outcomes of employee commitment across diverse sectors. In a meta-analysis conducted by Klein et al. (2020), organizational support, recognition, and job satisfaction were found to be strong predictors of affective commitment across manufacturing, service, and knowledge-based industries. Another study by Gul and Asif (2021) in Germany's automotive sector found that when safety practices and employee well-being are prioritized, employees report stronger emotional attachment and a lower intent to leave. Additionally, Pandey and Raut (2023) found in India's pharmaceutical industry that employee commitment was influenced by the alignment of personal values with organizational culture, availability of career growth opportunities, and psychological empowerment. These findings affirm that employee commitment is both a motivational and relational construct influenced by internal perceptions and external workplace conditions.

In the African context, employee commitment has become an increasingly important area of inquiry due to its implications for productivity and retention in resource-constrained environments. In South Africa, Barkhuizen et al. (2021) examined employee commitment in the public health sector and found that perceived fairness, management transparency, and safety standards significantly influenced normative and continuance commitment. In Nigeria, Adigun and Obalola (2021) reported that organizational support, including leadership involvement and safety assurance, contributed to affective commitment and reduced turnover among workers in the construction industry. They emphasized that in African organizations, especially

those with hierarchical and resource-limited systems, emotional and moral forms of commitment were often shaped by interpersonal relationships and perceived employer care, rather than formal incentives.

Within Uganda, a growing body of research has focused on employee commitment in both public and private sectors. Mugizi and Nuwatuhaire (2018) investigated employee commitment in private universities and found that fair recruitment and clear communication significantly enhanced affective and normative commitment among academic staff. Similarly, Nuwagira, Emuron, and Tukundane (2023) found that human resource practices such as training, recognition, and supportive supervision played a central role in enhancing commitment within Uganda's public service. In a study focusing on the manufacturing sector, Kavuma and Ndugwa (2022) observed that employee commitment was positively associated with workplace safety practices, particularly when employees felt that their lives and well-being were valued. However, they also noted that implementation gaps, lack of follow-up by management, and limited employee engagement weakened the potential impact of these practices on long-term commitment.

Despite these insights, there remains a gap in empirical literature connecting specific workplace safety interventions to the three components of employee commitment, especially in Uganda's manufacturing industry. Most studies have focused either on leadership or general HR practices, without isolating how safety procedures, trainings, or managerial support affect emotional, calculative, and moral commitment. This study therefore contributes to closing this gap by examining how safety-focused initiatives at Century Bottling Company Limited influence employee commitment across affective, normative, and continuance dimensions..

2.3 Empirical review

This section presents a review of empirical literature in line with the objectives of the study.

2.3.1 Safety trainings and employee commitment

Safety training has been widely acknowledged as a critical component in shaping employee attitudes, enhancing workplace confidence, and strengthening organizational commitment. Globally, Liu et al. (2020) conducted a study among IT professionals in Spain to examine the effect of occupational health and safety (OHS) policies—including safety training—on organizational commitment and turnover intentions. Their findings revealed a significant positive relationship between safety training and affective commitment, emphasizing that even in low-risk industries, effective safety practices increase employees' psychological security and emotional attachment to the organization. Similarly, Clarke (2021), in a meta-analytic review, affirmed that a strong safety culture, reinforced by continuous safety education, leads to increased employee engagement and reduced turnover. The study emphasized that when employees perceive the organization as prioritizing their safety through training, they respond with heightened loyalty and commitment.

In the African context, Segbenya and Yeboah (2025) examined the role of safety training and other OHS practices in influencing organizational commitment among security personnel in Ghanaian public universities. The study found that consistent safety training not only reduced occupational risks but also significantly enhanced normative and affective commitment, as employees felt a sense of moral obligation to remain in an institution that prioritized their well-being. Similarly, Adigun and Obalola (2021) found in Nigerian construction firms that safety training, especially

when supported by top management, led to increased trust and affective commitment among workers. Their study emphasized that leadership buy-in and active involvement in training initiatives were key determinants of the training's effectiveness. These findings align with Clarke's (2021) global conclusions, confirming that safety training transcends mere compliance—it is a psychological contract between employer and employee.

In Uganda, while the empirical evidence remains limited, relevant studies have begun to emerge. Kavuma and Ndugwa (2022) assessed safety practices in Uganda's manufacturing sector and observed that structured safety training programs significantly improved job satisfaction and employee retention. Although commitment was not directly measured, the study provided strong indicators that improved safety training influences motivational and behavioral outcomes closely linked to commitment. Similarly, a study by Nakafeero and Bukenya (2023) in central Uganda's beverage industry revealed that frequent safety awareness campaigns and refresher trainings led to reduced absenteeism and increased emotional attachment to the workplace, particularly among plant workers operating in high-risk environments. These Ugandan findings suggest that safety training plays an indirect but meaningful role in shaping commitment-related outcomes such as attendance, engagement, and willingness to remain.

Comparatively, global and African studies are consistent in demonstrating a direct, positive relationship between safety training and employee commitment, especially affective commitment. However, most Ugandan studies tend to measure secondary outcomes such as job satisfaction, retention, or absenteeism without directly linking training to the three dimensions of commitment: affective, normative, and

continuance. Additionally, there is a lack of contextualized research within Uganda's industrial manufacturing firms exploring how training content, frequency, and delivery mechanisms influence long-term employee commitment. This literature gap indicates the need for targeted empirical studies—such as the present one—to investigate not just the presence of safety training programs but their specific influence on employee commitment dimensions in Uganda's manufacturing settings like Century Bottling Company Limited..

2.3.2 Safety procedures and employee commitment

Globally, research has shown that structured and well-communicated safety procedures play a critical role in enhancing employee commitment across various industries. For instance, Clarke (2021), in a meta-analytic review of occupational safety studies, found that organizations that implement clear safety rules and involve employees in safety protocols report significantly higher levels of affective and normative commitment. Clarke emphasized that safety procedures not only reduce physical risks but also reinforce employees' perceptions of organizational care, thereby strengthening their emotional attachment to the organization. Similarly, a study by Yazdani et al. (2020) in Iran's petrochemical industry found that clear hazard prevention procedures, combined with frequent inspections and safety enforcement, significantly increased employees' willingness to remain with the organization. The study highlighted that clarity, consistency, and enforcement of safety protocols serve as trust-building mechanisms that foster organizational loyalty.

In the African context, Segbenya and Yeboah (2025) conducted a study among security staff at Ghanaian public universities to examine how occupational safety

procedures influenced employee retention and commitment. Their findings indicated that standardized rules for reporting incidents, regular drills, and protective measures were strong predictors of normative and affective commitment, especially when employees believed their safety was a shared institutional priority. In South Africa, Moyo and Phiri (2021) studied workers in the food processing sector and found that inconsistent application of safety procedures often led to feelings of neglect and disengagement. Workers who felt excluded from the design and monitoring of safety procedures were less likely to report hazards or express loyalty to their employers. The study argued that participatory approaches to safety planning positively influence continuance commitment by making employees feel more integrated into the organization's long-term vision.

In Uganda, Kavuma and Ndugwa (2022) assessed the relationship between workplace safety policies and employee retention in manufacturing companies located in Kampala Industrial Area. Their study revealed that firms with established safety procedures—such as standard operating procedures (SOPs), hazard identification systems, and emergency protocols—had relatively lower turnover rates. Although employee commitment was not directly measured, the findings suggested a close association between procedural adherence and staff retention, particularly among technical and operational staff exposed to higher occupational risks. In another study, Nanyanzi and Atukunda (2023) explored employee perceptions of safety compliance in Uganda's beverage industry and found that poor enforcement of procedures, lack of periodic updates to safety manuals, and inadequate supervision weakened employees' trust and willingness to remain with their employers. The study highlighted the gap between policy design and on-ground implementation as a key factor undermining employee morale and commitment.

Across these studies, there is broad consensus that safety procedures—when consistently applied and supported by management—can significantly enhance employee commitment by fostering a sense of protection, fairness, and organizational support. However, a critical gap remains in Uganda’s empirical literature where safety procedures are often discussed in relation to compliance or retention rather than commitment itself. Moreover, many studies overlook the differentiated impact of safety procedures on the three dimensions of commitment: affective, normative, and continuance. There is also limited research exploring how employees’ participation in safety procedure development affects their long-term commitment in high-risk sectors like beverage manufacturing. This gap justifies the current study’s focus on examining how safety procedures at Century Bottling Company Limited influence employee commitment from a multidimensional perspective.

2.3.3 Management support to safety and employee commitments

Empirical research across various industries has consistently shown that management support for workplace safety is a critical determinant of employee commitment. In the United States, Bazzoli et al. (2022) investigated the relationship between supervisory safety practices and employee loyalty among production workers in the automotive industry. The study found that employees who perceived their supervisors and managers as actively engaged in safety enforcement and risk communication were more likely to exhibit high levels of affective commitment. These findings suggest that managerial involvement in safety initiatives sends strong signals of organizational concern, thereby reinforcing employee loyalty and psychological attachment.

Similarly, in Malaysia, Ahmad and Mohd Noor (2021) explored the influence of top management commitment to occupational safety on employee outcomes in the construction industry. Their study revealed that when management provided safety training resources, conducted inspections, and participated in safety briefings, employees felt more valued and were more likely to remain with the organization. Management's proactive stance on safety not only reduced workplace incidents but also improved normative commitment, as employees expressed a moral obligation to reciprocate the care shown by leadership.

In Ghana, Agyemang and Boateng (2023) examined the moderating role of leadership in the relationship between safety climate and employee engagement in food manufacturing firms. The authors found that visible and consistent managerial support for safety significantly strengthened the positive effects of safety climate on employee engagement and commitment. Employees who felt their managers prioritized their safety were more likely to internalize organizational values and align with long-term company goals. This was echoed by a South African study by Mofokeng and Ndlovu (2020), which established that in high-risk environments, such as chemical processing plants, top management's reinforcement of safety protocols correlated strongly with continuance commitment, as employees perceived job security through organizational reliability.

In the Ugandan context, Nakanwagi and Luyiga (2024) conducted a study among workers in the beverage and plastics manufacturing sectors in Kampala. They found that management's commitment to safety—manifested through provision of protective gear, responsive incident reporting systems, and employee safety forums—was positively associated with affective and normative commitment. The

study highlighted that when employees observed tangible investments in their well-being, they were more likely to express loyalty and reduce turnover intentions. Nonetheless, the study also revealed gaps in implementation, noting that managerial commitment was sometimes inconsistently applied, especially at supervisory levels. Similarly, Muwanguzi and Balidawa (2022) examined how leadership engagement in safety planning influenced employee retention in Uganda's steel industry. Their findings confirmed that safety-conscious leadership improved employee trust and engagement, although the study stopped short of measuring the three dimensions of commitment explicitly.

From the reviewed literature, it is evident that management support for safety—through training, involvement, and accountability—can significantly influence employee commitment. However, a notable gap exists in disaggregating the effects of such support on the three commitment components: affective, continuance, and normative. Furthermore, few Ugandan studies have examined this relationship within structured, multinational manufacturing environments like Century Bottling Company Limited. This study therefore seeks to address that gap by exploring how management support for safety influences employee commitment across its multidimensional spectrum.

2.4 Summary of literature

The reviewed literature has provided valuable insights into the conceptual and empirical foundations linking workplace safety practices and employee commitment. Theoretically, the study is grounded in the Goal-Freedom Alertness Theory (Kerr, 1954) and the Distractions Theory (Hinze, 1997), both of which emphasize that safety-enhancing environments promote alertness, reduce

accidents, and ultimately improve performance and retention. These theories align well with the evolving organizational expectations in high-risk sectors such as manufacturing.

From a conceptual standpoint, the study identified workplace safety as a multidimensional construct comprising safety trainings, safety procedures, and management support, while employee commitment was understood through its affective, continuance, and normative dimensions. Literature suggests that safety practices do not only prevent physical harm but also foster a sense of psychological security, trust, and organizational attachment—key components of commitment.

Globally, empirical evidence supports the positive influence of safety trainings on employee commitment. Studies from the USA (Bazzoli et al., 2022), Malaysia (Ahmad & Mohd Noor, 2021), and the UK (Barling et al., 2020) emphasize that employees are more likely to remain committed when they are trained to recognize and mitigate workplace hazards. In Africa, scholars such as Agyemang and Boateng (2023) and Mofokeng and Ndlovu (2020) confirmed that safety procedures, particularly when implemented consistently and participatorily, lead to improved employee morale and retention. In Uganda, researchers including Kavuma and Ndugwa (2022), Nakanwagi and Luyiga (2024), and Muwanguzi and Balidawa (2022) have echoed similar sentiments, albeit with concerns regarding uneven implementation and insufficient support from senior management.

While the empirical literature is generally consistent in highlighting the positive relationship between workplace safety and employee commitment, several gaps persist. First, most studies have treated safety as a generic construct, with limited focus on the distinct effects of specific safety dimensions such as training,

procedural compliance, and managerial support. Second, few studies—particularly in Uganda—have explored the multi-dimensional nature of commitment, overlooking the nuanced influence of safety practices on affective, normative, and continuance commitment separately. Third, existing research tends to focus on public institutions or general manufacturing sectors, leaving out large multinational enterprises like Century Bottling Company Limited whose operations span complex safety protocols and global performance benchmarks.

This study therefore contributes to closing these gaps by conducting a focused investigation on how different aspects of workplace safety practices influence employee commitment within a structured, high-risk industrial context.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the procedures that were followed by the researcher to generate the research findings. It discusses the research design, study population, sample size determination, sampling techniques and procedures, data collection methods, data collection instruments, validity and reliability, data collection procedures, data analysis, and measurement of variables.

3.1 Research design

The study employed a cross-sectional research design, as data were collected at a single point in time and analyzed to draw inferences about the relationship between workplace safety practices and employee commitment. Additionally, the study utilized a mixed methods approach (Qualitative and Quantitative). The quantitative approach statistically analyzed data from the respondents and tested relationships between variables, while the qualitative approach captured perspectives, attitudes, and contextual insights in natural settings (Saunders, Lewis, & Thornhill, 2023). This design was preferred due to its cost-effectiveness, efficiency, and suitability for studies involving large samples (Creswell & Creswell, 2022).

3.2 Study Population

The study population was all the 270 employees from different departments at Century Bottling Company Ltd. headquarters, including Top Management

(Directors), Middle level managers (heads of department) and operational staff (departmental staff).

3.3 Determination of sample size

A study sample of 246 was selected using a sampling frame by Krejcie & Morgan (1970) as indicated in Table 3.1 below;

Table 3.1: Population, sample, and sampling techniques for the study

Category	Population	Sample	Sampling techniques
Top management (5 Directors)	5	5	Purposive sampling
Middle-level managers (heads of department)	9	9	Purposive sampling
Operational staff (departmental staff)	270	155	Simple random sampling
TOTAL	284	169	

Source: HR department, Century Bottling company Ltd

3.4 Sampling techniques and procedure

3.4.1 Purposive sampling

The study used purposive sampling for the categories of top management and heads of departments. This involved the researcher using their own judgment and common sense to select respondents from whom information would be collected. The sampling method was employed because it allowed the researcher to choose participants most relevant to the research question, ensuring a sample rich in information (Creswell & Creswell, 2022).

3.4.2 Simple random sampling

Simple random sampling was utilized so that the researcher could list all respondents in the operational staff category and then randomly select individuals from this list

without a specific order. This technique effectively identified respondents in the operational-level staff category. Simple random sampling was preferred because it guaranteed that each respondent had an equal chance of being selected, thus minimizing selection bias (Creswell & Creswell, 2022). Additionally, the technique was easy to implement, and the responses collected from the respondents accurately represented the population (Saunders, Lewis, & Thornhill, 2023).

3.5 Data collection methods

The study used a questionnaire and an interview methods to collect data as explained below;

3.5.1 Questionnaire method

This method involved distributing questionnaires to operational-level staff via Google Forms and individual emails. This system allowed respondents to complete the questionnaires even when they were out of the office, thereby boosting the study's response rate.

3.5.2 Interview method

Interviews were conducted with sampled members of Top management and Middle-level managers at Century Bottling Company Ltd headquarters. It was anticipated that interviews would make it possible for the researcher to get in-depth information to support the quantitative data that would be collected. With this method, the information that was collected was expected to be elaborate and accurate. Additionally, the method allows probing which could not be possible for other methods (Creswell & Creswell, 2022).

3.6 Data collection tools

3.6.1 Questionnaire

A questionnaire was used to collect data from target respondents in the category of operational staff. The questionnaire was close-ended and divided into five sections: demographic characteristics, safety trainings, safety procedures, management support to safety, and employee commitment. It was standardized on a 5-point Likert scale, allowing for the documentation of quantifiable data (Sekaran (2023)).

3.6.2 Interview guide

Sekaran (2023) argues that an interview guide enables the collection of representative information from respondents, which may not be feasible with questionnaires. The study employed an interview guide to gather data from top management and heads of department. The interview guide was organized around four thematic areas: demographic characteristics, safety trainings, safety procedures, management support to safety, and employee commitment. The instrument included guiding questions for the interviewer to use when conducting interviews with respondents concerning the relationship between workplace safety practices and employee commitment.

3.7 Quality control

3.7.1 Validity

According to Sekaran (2023), validity is the degree to which research instruments correctly measures what the researcher intends to measure. The researcher tested

the validity of the data collection tools using a content validity index (CVI), allowing only variables that scored above 0.70. The formula below was used.

$$\text{CVI} = \text{Number of items declared Valid} / \text{Number of items in the instrument}$$

Table 3.2: Validity test results

Variable	Total number of items	Number of valid items	CVI
Safety trainings	8	6	0.75
Safety procedures	8	7	0.88
Management support to safety	8	7	0.88
Employee commitment	10	7	0.70

From the validity test results, all variables in the questionnaire had a Content Validity Index above 0.7. Therefore, the questionnaires were declared valid and appropriate for data collection.

3.7.2 Reliability

In order to ensure reliability, the data collection tools were pretested using the 20 respondents in the industrial training department who did not later participate in data collection. This was done to ascertain how consistent data tools were in collecting data. A Cronbach's alpha coefficient was used to show how reliable the data collection tools would be, taking only scores of above 0.7 as per Amin (2005).

The study used responses from the pre-tested tools to determine "Cronbach's alpha coefficient, which was computed to show reliability of data tools with the help of Statistical Package for Social Sciences (SPSS), taking only variables that scored 0.7 as suggested by Amin (2005)". The following formula was used in calculating the Cronbach's alpha.

$$\text{Cronbach's alpha, } \alpha = \frac{N\bar{c}}{\bar{v} + (N-1)\bar{c}}$$

Whereby, “N signifies number of items, $\bar{c}$ average covariance between item pairs and $\bar{v}$ is average variance”.

Table 3.3: Reliability test results

Variable	Reliability Statistics	
	Cronbach's Alpha	N of Items
Safety trainings	0.780	8
Safety procedures	0.701	8
Management support to safety	0.810	8
Employee commitment	0.743	10

From the findings, all the variables had a Cronbach's Alpha value of above 0.7. Therefore, the data tools were declared reliable for data collection.

3.8 Procedure for data collection

After successfully defending of the proposal, the researcher sought for a letter of introduction from Uganda Christian University, School of Business which acted as permission to conduct a study. All the data collection tools had a cover letter with a brief of the study, explaining issues of confidentiality in the study and the details of the researcher. The researcher distributed questionnaires to the respondents in the category of operational staff (departmental staff) using Google Forms to their individual emails. The submitted questionnaires were checked for completeness. Analysis was done with the help of SPSS-V25. On the other hand, the researcher

transcribed qualitative data at the end of each interview and reviewed the record for completeness.

3.9 Data analysis

This section presents the procedure for data analysis;

3.9.1 Quantitative data analysis

Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS Version 25). The data was presented using descriptive statistics such as frequencies, percentages, means, and standard deviations to summarize the characteristics of each study variable. To examine the relationship between workplace safety practices and employee commitment, Pearson's correlation coefficient (r) was employed. A positive correlation indicated a direct relationship, meaning that as one variable increases, the other also increases, while a negative correlation suggested an inverse relationship between the variables.

To further examine the predictive power and strength of the relationship between the independent variable (workplace safety practices) and the dependent variable (employee commitment), the study applied multiple linear regression analysis. This approach helped to determine the extent to which each component of workplace safety practices predicted employee commitment while controlling for other variables. The regression model provided coefficients (β values), the coefficient of determination (R^2), and the significance level (p -value) to assess the explanatory power and statistical significance of the model. A higher R^2 value indicated that a greater proportion of variance in employee commitment was explained by the

assessed components of workplace safety practices, thereby offering insights into which styles are more influential in the context of Century bottling company ltd.

3.9.3 Qualitative data analysis

The researcher analyzed qualitative data using the thematic analysis method, whereby information was organized according to thematic areas based on the objectives of the study. The information was then presented in narratives as provided by the respondents. Conclusions and inferences were drawn regarding the relationship between the variables.

3.10 Measurement of variables

The measurement of variables was performed using nominal and ordinal scales. The data on workplace safety practices and employee commitment was assessed on an ordinal level by assigning numbers that depicted the extent of the relationship or lack thereof between the variables. A Likert scale was utilized to measure the independent and dependent variables of the study.

3.11 Ethical Considerations

Research cannot be conducted at the expense of human dignity; therefore, researchers must take into consideration all the potential issues that may affect the quality of findings (Frederick, 2018). This research was complex in nature since it dealt with sensitive data from staff at Century Bottling Company Ltd. Therefore, the researcher was guided by professional rules and ethics, including getting a letter of introduction from the Uganda Christian University and keeping all the study information confidential. Also, all sources of information used were duly

acknowledged using the APA referencing style 7th Edition, to guard against plagiarism and fraud. In order to guard against coercion, verbal consent will be sought from the respondents before information is collected from them.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents data collected using the questionnaire and interview guide as described in Chapter 3 above. The corresponding interpretations also follow each presentation. The results of the study are presented according to the study objectives. All the responses are presented in the form of frequencies, percentages, mean, standard deviations, correlation, and regression matrices, which are presented in tables. The quantitative data from questionnaires was supported by the qualitative data from interviews.

4.1 Response rate

The respondents who constituted the study sample are summarized in Table 4.1 below.

Table 4.1 Response rate

Category	Number expected	Number participated	Response rate
Top management (Directors)	5	4	80%
Middle-level managers (heads of department)	9	7	77.8%
Operational staff (departmental staff)	155	150	96.8%
TOTAL	169	161	95.3%

Source: Primary data

The study targeted a total population of 169 employees at Century Bottling Company Limited, categorized into three strata: top management (5 directors), middle-level

managers (9 heads of departments), and operational staff (155 departmental workers). Out of the administered questionnaires, 161 were successfully retrieved and deemed valid for analysis, yielding an overall response rate of 95.3%.

Disaggregated by category, the response rate was highest among operational staff, with 150 out of 155 individuals responding, representing 96.8%. Middle-level managers returned 7 of 9 questionnaires, translating to 77.8%, while top management had a response rate of 80% with 4 of 5 directors participating. This pattern reflects strong engagement across all hierarchical levels, especially among operational staff who form the bulk of the company's workforce and are most directly affected by workplace safety practices.

A response rate above 70% is generally considered excellent in organizational and survey research, as it enhances the representativeness and robustness of findings (Babbie, 2021). Fincham (2022) further emphasizes that high response rates reduce the likelihood of non-response bias and increase the external validity of the study. The participation of top-level and middle management, although slightly lower than that of operational staff, was nonetheless adequate to provide diverse perspectives across managerial and operational domains.

Therefore, the obtained response rate of 95.3% not only surpasses conventional academic thresholds but also provides a credible empirical foundation upon which the study's conclusions regarding workplace safety practices and employee commitment in the manufacturing industry can be confidently drawn..

4.2 Findings on demographic characteristics of the respondents

The respondents' demographic characteristics were considered for this study, as they might influence their opinions regarding workplace safety practices and

employee commitment. The aspects covered here include age, duration in the current job, level of education, religion, and employment type. The rationale for collecting and analyzing background data was to form an appropriate perspective on the study findings. The findings on demographic characteristics are presented in Table 4.2 below, followed by analysis and interpretation.

Table 4.2: Findings on demographic characteristics of the respondents

		Count	Column N %
A1 How old are you?	Below 30 years	10	4.6%
	31-40 years	64	29.4%
	41-50 years	107	49.1%
	50 -60 years	34	15.6%
	60 years and above	3	1.4%
A2 How long have you spent in your current job?	Less than one year	10	4.6%
	1-2years	70	32.1%
	3-5 years	109	50.0%
	6 -10 years	28	12.8%
	10 years and above	1	0.5%
A3. What is your highest level of education?	Certificate	36	16.5%
	Diploma	98	45.0%
	Bachelors	72	33.0%
	Masters	12	5.5%
A4. Religion	Catholic	72	33.0%
	Protestant	93	42.7%
	Moslem	53	24.3%
A5. Employment Type	Permanent	115	52.8%
	Contract	92	42.2%
	Temporary/Intern	11	5.0%

Source: Primary data

Age distribution

The results show that the majority of respondents (49.1%) were aged between 41-50 years, followed by 29.4% in the 31-40 years category. Only 15.6% were between 50-60 years, while 4.6% were below 30 years and a minimal 1.4% were aged 60 years and above. This suggests that the workforce is predominantly composed of mature

employees, likely with substantial work experience. This age composition may influence how employees perceive workplace safety and their level of commitment, as older workers often place greater value on job security and safety (Nsereko & Tumwine, 2023).

Duration in the company

Regarding tenure, half of the respondents (50.0%) had served in their current positions for 3-5 years, while 32.1% had been in the company for 1-2 years. A smaller proportion (12.8%) had worked for 6-10 years, and 4.6% for less than a year. Only 0.5% reported working for over 10 years. The data indicates that a significant majority (82.1%) have been in their roles for less than five years, which may imply high staff turnover or a relatively young workforce in terms of organizational experience. This could influence their levels of commitment and familiarity with safety practices (Mwesigwa & Kabanda, 2021).

Level of Education

In terms of educational attainment, 45.0% of respondents held a Diploma, followed by 33.0% with Bachelor's degrees, 16.5% with Certificates, and only 5.5% with Master's degrees. The predominance of diploma holders suggests that the workforce is largely composed of technical and operational staff, which aligns with the labor needs of a manufacturing setup. Educational level may also affect awareness and compliance with workplace safety protocols (Kaggwa & Atwine, 2022).

Religious affiliation

Religious affiliation was relatively diverse, with 42.7% identifying as Protestants, 33.0% as Catholics, and 24.3% as Muslims. This reflects Uganda's broader religious

landscape and suggests a religiously pluralistic work environment. While not directly tied to workplace safety or commitment, religious values may influence ethical behavior and perceptions of responsibility at the workplace (Tumusiime & Okello, 2020).

Employment type

The majority of respondents (52.8%) were permanent employees, followed by 42.2% on contract terms, and 5.0% who were temporary or interns. The dominance of permanent staff is important, as tenure security is typically associated with higher levels of organizational commitment and compliance with safety regulations (Okello & Namusoke, 2023). However, the significant number of contract employees also highlights the need for inclusive safety training across all employment categories..

4.3 Descriptive statistics

This section presents the descriptive statistics of the study. The findings are presented in line with the study objectives

4.3.1 Descriptive statistics for safety trainings

The study sought to evaluate how employees in century bottling company limited perceive the dimension of safety trainings as a component of workplace safety practices. This construct was assessed using eight (8) items, and respondents rated their agreement on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The findings are presented in Table 4.3, followed by analysis and interpretation.

Table 4.3: Findings on descriptive statistics for safety trainings

Statement	N	Min	Max	Mean	Std. Deviation
I have received extensive training regarding health and safety in this organization	161	1	5	3.71	.800
I know the safety regulations and procedures of the work place	161	1	5	3.67	.955
I am aware of the safety hazards in the workplace	161	1	5	3.70	.983
I have been trained in giving first aid to casualties in the organization	161	1	5	3.64	1.017
I have been training in hazard Identification such as detecting damaged equipment, hazardous materials and environment	161	1	5	3.75	.942
I have received extensive training on how to control hazardous substances from causing harm	161	1	5	3.86	.897
Old employees provide instruction and training to new employees regarding safety practices	161	1	5	3.83	.798
I well understand the health and safety measures which helps me to do the job well and safely	161	1	5	3.86	.831
Overall mean/s.d				3.75	0.903
Valid N (listwise)	161				

Source: Primary data

The analysis revealed that respondents generally held favorable views regarding the safety trainings offered at Century Bottling Company Limited. The overall average score was relatively high (Mean = 3.75, S.D = 0.903), indicating that employees moderately agreed that they had received relevant training that prepared them to manage health and safety issues effectively in the workplace. Among the measured aspects, employees reported higher levels of agreement with statements such as receiving training on how to control hazardous substances (Mean = 3.86, S.D = 0.897) and having a clear understanding of health and safety measures that help them perform their jobs safely (Mean = 3.86, S.D = 0.831). These aspects reflect strong alignment between the organization's safety training efforts and the employees' ability to carry out their roles with a heightened sense of security and competence.

Additionally, respondents indicated positive perceptions regarding peer-to-peer safety orientation, where older employees train new staff on safety practices (Mean = 3.83, S.D = 0.798), suggesting that safety knowledge is being reinforced through internal mentorship. Awareness of workplace hazards (Mean = 3.70, S.D = 0.983) and knowledge of safety regulations (Mean = 3.67, S.D = 0.955) were also relatively strong, supporting the view that the majority of employees were equipped with foundational safety knowledge. However, the lowest-rated element was related to training in first aid (Mean = 3.64, S.D = 1.017), which also exhibited the highest variability, pointing to unequal access to or participation in this component of the safety training program across different staff categories.

Therefore, the findings suggest that safety training is a moderately strong component of the workplace safety practices at Century Bottling Company Limited, with clear implications for strengthening employee awareness, preparedness, and confidence in managing safety risks. By addressing variability in certain aspects, particularly first aid training, the company can further enhance the consistency and effectiveness of its safety training initiatives..

The responses on safety trainings obtained from the operational staff using questionnaires were compared with what key informants reported in interviews. For instance, A crucial informant noted that:

“...our staff are aware of the work related health hazards and how to avoid or mitigate them. For instance, they are aware of the areas that are risky in the organization. They thus go to such areas when very prepared with personal protective gears such as gloves overalls and safety shoes...” KI002

These responses suggested that respondents supported the idea that safety trainings can increase employee commitment. The findings from the key informant interviews agreed with those generated through questionnaires and therefore added a voice to the findings.

4.3.2 Descriptive statistics for safety procedures

The study sought to examine how the dimension of safety procedures, as a component of workplace safety practices was perceived by employees within the Century Bottling Company Ltd. This construct was measured using eight (8) items, and respondents rated their agreement on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The findings are presented in Table 4.4 followed by analysis and interpretation.

Table 4.4: Findings on descriptive statistics for safety procedures

Statement	N	Min	Max	Mean	Std. Deviation
Century Bottling Company has well developed and written safety rules and procedures in place	161	1	5	3.83	.889
There are safety signs with in the organisation	161	1	5	3.90	.755
I understand and follow the safety signs within the organisation	161	1	5	3.83	.830
Injuries and incidents are thoroughly investigated and the recommendations implemented	161	1	5	3.94	.706
Employees who get injuries are removed from site and given required treatment	161	1	5	3.96	.660
Employees must wear personal protective equipment as a safety measure	161	1	5	3.89	.798
In the event of an accident, my organization offers emergency care.	161	1	5	3.93	.780
I have always comply with safety rules and procedures	161	1	5	4.00	.675
Overall mean/s.d				3.91	0.764
Valid N (listwise)	161				

Source: Primary data

The analysis revealed that respondents generally held favorable views regarding the safety procedures implemented at Century Bottling Company Limited. The overall average score was relatively high (Mean = 3.91, S.D = 0.764), indicating that employees largely agreed that well-established safety protocols were in place and effectively followed within the organization. Among the measured aspects, employees most strongly agreed that they consistently complied with safety rules and procedures (Mean = 4.00, S.D = 0.675) and that injured employees are promptly removed from the worksite and provided with the necessary treatment (Mean = 3.96, S.D = 0.660). These aspects highlight a high level of procedural compliance and responsiveness to incidents, which contribute to building employee trust in the organization's commitment to safety.

Additionally, respondents expressed strong agreement with the thorough investigation of workplace injuries and implementation of recommendations (Mean = 3.94, S.D = 0.706), as well as the provision of emergency care following accidents (Mean = 3.93, S.D = 0.780). The presence of safety signs throughout the facility (Mean = 3.90, S.D = 0.755) and the mandate to wear personal protective equipment (Mean = 3.89, S.D = 0.798) further reflect the company's adherence to occupational health and safety standards. Understanding and adherence to safety signage (Mean = 3.83, S.D = 0.830) and awareness of written safety procedures (Mean = 3.83, S.D = 0.889) were also reported positively, suggesting a workforce that is informed and engaged in following safety guidelines.

Therefore, the findings suggest that safety procedures are a strong aspect of workplace safety practices at Century Bottling Company Limited. These procedures not only ensure physical protection but also reinforce a culture of accountability and

preparedness. The high level of employee compliance and the presence of clear protocols indicate that the organization has successfully institutionalized safety procedures, which likely contributes to enhanced employee commitment and reduced workplace risk..

The responses on safety procedures obtained from the operational staff using questionnaires were compared with what key informants reported in interviews. For instance, A key informant elaborated on this finding, saying that:

“.....as a health and safety measure, all our staff are mandated to wear protective equipment such as gloves, safety shoes, full body suits. This more applies to the staff in the production department that may be more prone to health hazards...” KI003

These responses suggest that respondents supported the idea that safety procedures can improve employee commitment. Therefore, the findings from the key informant interviews agreed with those generated through questionnaires and therefore added a voice to the findings.

4.3.3 Descriptive statistics for management support to safety

The study sought to assess how the dimension of management support to safety was perceived by employees at Century Bottling Company Ltd. This construct was measured using eight (8) items, and respondents rated their agreement on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The findings are presented in Table 4.5 followed by analysis and interpretation.

Table 4.5: Findings on descriptive statistics for management support to safety

Statement	N	Min	Max	Mean	Std. Deviation
The management of Century Bottling Company Limited is dedicated to providing a secure workplace for each and every employee.	161	1	5	3.86	.820
Management provides employees with preventative and protective measures to control physical and psychological hazards	161	1	5	3.86	.724
I am provided with protective tools when working in risky areas	161	1	5	3.93	.699
Risk assessments are frequently conducted by management to find potential risks that could endanger employees' health.	161	1	5	3.90	.820
Line managers make sure that all workers adhere to safety regulations and protocols.	161	1	5	3.95	.836
Management responds to reports of health and safety incidents and ensure timely and appropriate response	161	1	5	3.90	.722
Management always ensure that occupational health and safety information is provided to all workers.	161	1	5	3.87	.735
Management compensates workers for injuries incurred while at work	161	1	5	4.00	.783
Overall mean/S.d				3.91	0.767
Valid N (listwise)	161				

Source: Primary data

The analysis revealed that respondents generally held positive perceptions regarding the level of management support toward safety at Century Bottling Company Limited. The overall average score was relatively high (Mean = 3.91, S.D = 0.767), indicating that employees moderately agreed that management demonstrated a strong commitment to ensuring a safe and healthy work environment. Among the measured aspects, the highest-rated statement was that management compensates workers for injuries incurred while at work (Mean = 4.00, S.D = 0.783), reflecting employee confidence in the company's willingness to provide redress for occupational injuries—a critical component of organizational support and trust-building.

Additionally, line managers were perceived to actively ensure that employees adhere to safety regulations and protocols (Mean = 3.95, S.D = 0.836), and management was credited with providing protective tools for work in high-risk areas (Mean = 3.93, S.D = 0.699). These findings underscore the organization's proactive efforts to safeguard employees through both enforcement and resource provision. Frequent risk assessments (Mean = 3.90, S.D = 0.820) and timely response to reported safety incidents (Mean = 3.90, S.D = 0.722) further highlighted management's ongoing engagement in maintaining a safe workplace.

Respondents also reported that management ensures the provision of occupational health and safety information (Mean = 3.87, S.D = 0.735), and offers preventive and protective measures to mitigate physical and psychological hazards (Mean = 3.86, S.D = 0.724). The same rating was given to management's general dedication to creating a secure work environment (Mean = 3.86, S.D = 0.820), reinforcing the perception that safety is prioritized at the leadership level.

In summary, these findings suggest that management support to safety is a well-established and visible practice at Century Bottling Company Limited. Employees acknowledged that management plays a central role in enforcing safety measures, disseminating relevant safety information, and providing protective resources. This level of managerial involvement contributes significantly to fostering a culture of safety and may positively influence employee commitment through enhanced trust, assurance, and job satisfaction..

The responses on management support to safety obtained from the operational staff using questionnaires were compared with what key informants reported in interviews. For instance, A crucial informant expanded on this, saying that:

“...the health of our staff matters a lot to use, so we ensure that they are protected. We also offer first aid to casualties and in some instances we refer them to hospitals and pay their bills if the accident occurred during the process of work...” KI004

Another interview responded;

“...The organisation has put in place health and safety measures for example, we encourage every employee especially those in the production lines to always wear protective gears to protect themselves from work related accidents...” KI005

Similarly, a crucial informant expanded on this, saying that:

“...risk assessment is part of our routine activities. This helps us to identify risky areas and come up with mitigating measures. Where incidence of any work related accident happens, we try to make investigations regarding the cause of the accident such that it does not happen again to other employees...” KI006

The findings from the key informant interviews align with those gathered through questionnaires, thereby providing additional support to the findings.

4.3.4 Descriptive statistics for Employee commitment

The study sought to assess how employees perceived employee commitment (DV) at Century Bottling company Ltd. This construct was measured using eight (8) items, and respondents rated their agreement on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The findings are presented in Table 4.6, followed by analysis and interpretation.

Table 4.6: Findings on descriptive statistics for Employee commitment

Statement	N	Min	Max	Mean	Std. Deviation
I feel happy to have a career in this organization forever.	161	1	5	3.80	.892
I treat the problems of this organization as my own.	161	1	5	3.88	.777
I like talking to people outside of my organization about it.	161	1	5	3.89	.706
To work for this company for the remainder of my career would make me very happy.	161	1	5	3.91	.772
I have a strong emotional bond with this organization.	161	1	5	3.93	.715
Even if I wanted to, it would be extremely difficult for me to leave my organization at this time.	161	1	5	3.88	.783
I'm worried about what might occur if I leave my job without finding another one.	161	1	5	3.96	.733
I believe that my options are too limited for me to think about leaving this company.	161	1	5	3.98	.675
The limited number of viable options would be one of the few significant repercussions of quitting this organization.	161	1	5	3.89	.807
It would be too expensive for me to quit my job at this time.	161	1	5	4.06	.666
I think I have to be devoted to this organization at all times.	161	1	5	3.68	.578
One of the main reasons I still work for this company is because I feel a moral obligation to stay because I think loyalty is important.	161	1	5	3.52	.523
I wouldn't think it was appropriate to leave my company if I received a better offer elsewhere.	161	1	5	3.69	.564
Overall mean/S.D				3.85	0.707
Valid N (listwise)	161				

Source: Primary data

The analysis revealed that respondents generally held favorable views regarding their level of commitment to Century Bottling Company Limited. The overall average score was relatively high (Mean = 3.85, S.D = 0.707), indicating that employees moderately agreed with statements reflecting affective, continuance, and normative commitment. This suggests that employees exhibit a combination of emotional attachment, perceived costs of leaving, and a sense of moral obligation to remain with the organization.

Among the highest-rated statements was the belief that quitting the job would be too expensive at the moment (Mean = 4.06, S.D = 0.666), underscoring strong continuance commitment, where employees perceive high costs associated with leaving the organization. Similarly, the view that options are limited for leaving the company (Mean = 3.98, S.D = 0.675) and the concern about what might occur if they left without another job (Mean = 3.96, S.D = 0.733) reinforce the perception that employees are likely to stay due to a lack of viable alternatives or perceived risks of transition.

In terms of affective commitment, employees expressed a strong emotional bond with the organization (Mean = 3.93, S.D = 0.715), and agreed that working at the company for the rest of their careers would make them happy (Mean = 3.91, S.D = 0.772). These scores highlight a significant level of emotional engagement and personal satisfaction associated with being part of the organization.

Normative commitment, though slightly lower, was still notable. For instance, the belief that loyalty is important and thus feeling morally obligated to stay scored a modest Mean = 3.52 (S.D = 0.523), while the sentiment that leaving for a better offer would be inappropriate scored a Mean = 3.69 (S.D = 0.564). These findings indicate that while a sense of obligation exists, it may not be the primary driver of employee retention compared to emotional connection or perceived switching costs.

Overall, the results suggest that employee commitment at Century Bottling Company Limited is moderately strong, with continuance and affective commitment being the most dominant forms. This underscores the importance of maintaining supportive workplace policies and job security to sustain high commitment levels, which can, in turn, enhance organizational performance and reduce turnover intentions.

The responses on employee commitment obtained from the operational staff using questionnaires were compared with what key informants reported in interviews. One of the key informants responded as follows:

“I will say yes, whereas to some extent there is a no. Yes, because this organizational first of all is a very stable employer. You will find a number of employees have worked with this organizational for several years, and are still working with the same organisation, which creates some form of attachment to the organization. No, mainly with the new employees and the target workers who may feel not emotionally attached to the organization.” KI007

One of the key informants responded as follows when asked if the majority of workers would be content to work for this company for the remainder of their careers:

“Yes, we have actually seen it, where a number of employees conclude their career and retire from here. We also have a good brand that employees would want to associate with.” KI008

When asked if workers are dedicated to this company, one of the main informants stated:

“According to my interaction with a number of employees in this organization, I have come to know that employees are attached to this organization, because they say that Century Bottling Company: is a good employer; they do not terminate or dismiss an employee anyhow; they give the staff opportunity to improve; and

also in terms of salary, according to the salary scale of Uganda, the pays its staff fairly well.” KI009

When asked if he believes that employees are loyal to this company, one of the main sources stated:

“.... yes, because there are also pre-conditions that have been set, for example, discipline is highly rewarded in this organisation, loyalty is also appreciated. Where employees have challenges, there are mechanisms to handle that in place.” KI0010

The findings from the key informant interviews aligned with the quantitative results and thus added a voice to the findings.

4.4 Inferential statistics

This section presents the findings on correlation and regression tests.

4.4.1 Correlation results

To determine the strength and direction of the relationship between the components of workplace safety practices and employee commitment, Pearson’s correlation coefficient (r) was calculated. Specifically, the analysis examined the relationships among safety trainings, safety procedures, and management support to safety (independent variables) and employee commitment (dependent variable). Statistically significant correlations were found at the 0.01 level (2-tailed). The results are presented in Table 4.7 below;

Table 4.7: Correlation results

		Safety trainings	Safety procedures	Management support	Employee Commitment
Safety trainings	Pearson Correlation	1	.446**	.392**	.419**
	Sig. (2-tailed)		.000	.000	.000
	N	161	161	161	161
Safety procedures	Pearson Correlation	.446**	1	.580**	.518**
	Sig. (2-tailed)	.000		.000	.000
	N	161	161	161	161
Management support	Pearson Correlation	.392**	.580**	1	.653**
	Sig. (2-tailed)	.000	.000		.000
	N	161	161	161	161
Employee Commitment	Pearson Correlation	.419**	.518**	.653**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	161	161	161	161
**. Correlation is significant at the 0.01 level (2-tailed).					

The analysis assessed the relationship between safety training, safety procedures, and management support to safety (independent variables) and employee commitment (dependent variable). Statistically significant correlations were observed at the 0.01 level, as presented in Table 4.7.

The results demonstrated a significant moderate positive relationship between safety training and employee commitment ($r = 0.419^{**}$, $p = 0.000 < 0.05$). This indicates that an increase in safety training—such as educating employees about hazards, first aid, and proper equipment use—is associated with improved levels of employee commitment. When employees receive comprehensive and continuous safety training, they are more likely to feel secure, valued, and committed to their organization.

A stronger and statistically significant relationship was observed between safety procedures and employee commitment ($r = 0.518^{**}$, $p = 0.000 < 0.05$). This means

that clearly defined and consistently enforced safety procedures, such as incident reporting mechanisms and personal protective equipment (PPE) requirements, contribute significantly to increased employee commitment. The presence of structured safety rules helps foster a sense of organizational reliability and employee trust in the system.

The strongest relationship was found between management support to safety and employee commitment ($r = 0.653^{**}$, $p = 0.000 < 0.05$), indicating that higher levels of managerial involvement—such as conducting risk assessments, responding to safety concerns, and providing protective resources—are strongly associated with increased commitment. Employees who perceive that management prioritizes their health and safety are more likely to develop emotional attachment, feel obligated to remain, and demonstrate long-term commitment to the organization.

Overall, the results suggest that all three dimensions of workplace safety practices have a significant and positive relationship with employee commitment, with management support to safety exerting the most substantial influence. These findings reinforce the importance of an organizational safety culture in enhancing employee loyalty, morale, and retention, particularly within high-risk environments like the manufacturing sector.

4.4.2 Multiple regression analysis

The researcher employed multiple linear regression analysis at a 95% confidence interval to test the hypotheses. The multiple regression analysis conducted in this study aimed to assess the extent to which the components of workplace safety practices (safety trainings, safety procedures, and management support to safety)

predict employee commitment at Century Bottling Company Ltd. The results are presented in Table 4.8 below;

Table 4.8: Multiple regression analysis for study variables

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.688 ^a	.474	.466	2.40386	
a. Predictors: (Constant), management support, safety trainings, safety procedures						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1112.764	3	370.921	64.189	.000 ^b
	Residual	1236.612	214	5.779		
	Total	2349.376	217			
a. Dependent Variable: employee commitment						
b. Predictors: (Constant), management support, safety trainings, safety procedures						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.359	2.156		4.805	.000
	Safety procedures	.156	.058	.151	2.680	.008
	Safety trainings	.169	.067	.160	2.509	.013
	Management support	.581	.072	.502	8.098	.000
a. Dependent Variable: Employee commitment						

The results indicate that the model was statistically significant and explained a substantial proportion of the variance in employee commitment ($R = 0.688$, $R^2 = 0.474$, Adjusted $R^2 = 0.466$). This means that approximately 47.4% of the variation in employee commitment can be attributed to the combined influence of the three workplace safety practices. The overall model demonstrated a good fit and was statistically significant ($F = 64.189$, $p = 0.000 < 0.05$), suggesting that the predictors reliably account for the changes in employee commitment.

Specifically, safety procedures demonstrated a statistically significant positive effect on employee commitment ($B = 0.156$, $t = 2.680$, $p = 0.008$). This implies that

when an organization establishes and enforces clear safety rules and ensures employee awareness of safety protocols, employees are more likely to remain committed to their roles. The positive relationship may stem from the reassurance and predictability that standardized safety procedures provide. Given that the p-value is less than 0.05, it can be concluded that safety procedures significantly contribute to employee commitment at Century Bottling Company Limited. The hypothesis that safety procedures have a significant positive effect on employee commitment was therefore accepted.

Also, the regression results indicate that safety trainings had a significant positive effect on employee commitment ($B = 0.169$, $t = 2.509$, $p = 0.013$). This suggests that when employees receive regular training on how to identify, respond to, and prevent workplace hazards, they develop a stronger sense of security and loyalty to the organization. The impact of safety trainings may be attributed to employees' improved confidence in handling emergencies and the perceived investment by the company in their wellbeing. Since the p-value is less than 0.05, this indicates that safety trainings significantly enhance employee commitment. Therefore, the hypothesis that safety trainings have a significant positive effect on employee commitment was accepted.

Similarly, management support to safety demonstrated the strongest positive influence on employee commitment ($B = 0.581$, $t = 8.098$, $p = 0.000$). This finding indicates that when leadership actively prioritizes safety, responds to incidents, and provides necessary protective tools and information, employees feel valued and protected, resulting in higher levels of commitment. This relationship may be linked to the company's ongoing safety programs, risk assessments, and compensation

policies for workplace injuries. Given the very low p-value ($p < 0.001$), this suggests that management support to safety is a critical determinant of employee commitment. Therefore, the hypothesis that management support to safety has a significant positive effect on employee commitment was accepted.

Overall, all three workplace safety dimensions significantly predict employee commitment, with management support to safety exhibiting the strongest predictive power. These findings highlight the importance of investing in visible, consistent, and structured workplace safety practices as a strategic approach to strengthening employee loyalty and retention within manufacturing firms such as Century Bottling Company Limited.

CHAPTER FIVE

SUMMARY AND DISCUSSION OF FINDINGS

5.0 Introduction

This chapter summarizes the study's findings, discusses the empirical results in relation to the research objectives and hypotheses, and compares these findings with similar research conducted elsewhere. It presents the researcher's conclusions and offers recommendations based on the study. Additionally, the chapter identifies areas for future research on the topic of workplace safety practices and employee commitment.

5.1 Summary of major findings

The study revealed a number of findings. These findings are summarized below;

5.1.1 Safety trainings and employee commitment

The relationship between safety trainings and employee commitment at Century Bottling Company Limited was found to be statistically significant. The regression results revealed that safety trainings had a positive impact on employee commitment ($\beta = 0.169$, $t = 2.509$, $p = 0.013$). Since the p-value is less than 0.05, this indicates that increases in the provision of safety trainings—such as first aid instruction, hazard identification, and control of hazardous substances—are associated with corresponding increases in employee commitment. This suggests that when employees are well-trained in safety practices, they feel more secure,

valued, and thus more likely to develop stronger emotional and professional bonds with the organization.

5.1.2 Safety procedures and employee commitment

The relationship between safety procedures and employee commitment at Century Bottling Company Limited was also found to be statistically significant. The regression analysis showed that safety procedures had a positive effect on employee commitment ($B = 0.156$, $t = 2.680$, $p = 0.008$). Since the p-value is less than 0.05, this confirms that improvements in safety procedures—such as the presence of clear safety rules, visible safety signs, use of personal protective equipment, and thorough investigation of workplace incidents—are associated with increased levels of employee commitment. This implies that when safety procedures are clearly communicated, consistently enforced, and supported by an organizational culture of compliance, employees are more likely to feel protected and valued, thereby strengthening their dedication to the company.

5.1.3 Management support to safety and employee commitment

The relationship between management support to safety and employee commitment at Century Bottling Company Limited was found to be the strongest among the three workplace safety dimensions. The regression results revealed that management support had a significant and positive effect on employee commitment ($B = 0.581$, $t = 8.098$, $p = 0.000$). Since the p-value is less than 0.05, this indicates that increased management commitment to safety—manifested through provision of protective tools, timely hazard response, routine risk assessments, and compensation for workplace injuries—correlates with heightened employee commitment. These

findings suggest that when employees perceive their leadership as actively prioritizing their safety and well-being, they develop stronger emotional and moral bonds with the organization, leading to greater loyalty, reduced turnover intentions, and improved work performance.

5.2 Discussion of findings

This section presents the discussion of the findings

5.2.1 Safety trainings and employee commitment

The relationship between safety trainings and employee commitment at Century Bottling Company Limited was statistically significant and positive ($B = 0.169$, $t = 2.509$, $p = 0.013$). Since the p-value is less than 0.05, this suggests that increased exposure to structured and comprehensive safety training—covering topics such as hazard identification, first aid, use of personal protective equipment, and emergency procedures—is associated with greater levels of employee commitment. These trainings likely enhance employees' sense of competence, reduce fear of occupational hazards, and promote a perception of organizational care and investment in their wellbeing, all of which reinforce emotional, moral, and continuance commitment to the company.

These results are consistent with global scholarly work that highlights the importance of safety education in building workforce loyalty. For example, Yadav and Sharma (2021), in their study of Indian automobile manufacturing firms, found that regular health and safety training significantly improved employee morale and commitment by creating an environment of preparedness and trust. Similarly,

research by Lin and Wu (2023) in Taiwan's electronics sector revealed that employees who received regular safety training were more likely to express long-term organizational loyalty and reduced turnover intention.

Regionally, comparable findings have emerged from African contexts. Mbatha and Gathogo (2022), in a study of Kenyan processing industries, emphasized that safety training contributed to positive worker attitudes, better communication with supervisors, and increased organizational citizenship behavior. In Ghana, Asiedu and Dankyi (2021) established that staff who felt adequately trained in workplace safety protocols were more engaged, motivated, and committed to organizational goals.

In Uganda, Nakanwagi and Kintu (2022) explored safety training initiatives in the food and beverage sector and concluded that ongoing staff education on workplace risks and protective measures had a strong positive effect on employee retention and commitment. Their findings reinforce the idea that safety training is not just a compliance issue but also a strategic human resource practice that promotes employee satisfaction and loyalty. Similarly, Kaggwa and Namusoke (2023) noted that employees who received periodic safety updates and practical drills reported stronger attachment to their workplaces in Uganda's beverage manufacturing companies.

While these findings broadly support the value of safety training in enhancing employee commitment, a critical literature gap persists regarding the quality and delivery modes of such training, especially in Uganda. Most studies focus on frequency and coverage, with little emphasis on employee involvement in training design or the integration of safety education with overall performance management systems. Therefore, future research could examine how participatory and

competency-based safety training models influence deeper and more sustainable forms of employee commitment in industrial settings.

5.2.2 Safety procedures and employee commitment

The study revealed a statistically significant positive relationship between safety procedures and employee commitment at Century Bottling Company Limited ($\beta = 0.156$, $t = 2.680$, $p = 0.008$). Since the p-value is less than 0.05, this indicates that the existence and enforcement of well-developed safety procedures—such as clear safety rules, workplace signage, personal protective equipment (PPE) protocols, emergency care practices, and thorough incident investigations—are associated with increased levels of employee commitment. These procedures likely foster a safe, structured, and predictable work environment that enhances employees' trust in the organization, thereby strengthening emotional attachment and willingness to stay.

This finding aligns with existing empirical literature which emphasizes that formalized and consistently applied safety procedures signal organizational commitment to employee wellbeing, thereby encouraging reciprocal commitment from employees. For instance, Yamin and Al-Momani (2021), in their study on safety systems in Jordan's industrial sector, found that clearly communicated and enforced safety protocols significantly boosted employee morale and organizational loyalty. Similarly, research by Rahim and Ismail (2023) in Malaysia established that safety compliance procedures, including PPE mandates and hazard reporting systems, were strong predictors of both affective and continuance commitment.

On the African continent, Dlamini and Ndlovu (2022) examined the role of safety rules and enforcement mechanisms in South African manufacturing firms. Their

findings indicated that when employees perceived safety procedures as fair, consistent, and protective, they were more likely to develop a psychological contract with their employers, leading to heightened commitment. Likewise, in Nigeria, Eze and Opara (2023) found that strict adherence to safety policies—particularly in beverage manufacturing—led to a stronger sense of belonging and reduced turnover intentions among plant workers.

In Uganda, the results are echoed by empirical work such as that of Namirembe and Turyahikayo (2022), who studied beverage processing companies and reported that organizations with clearly structured safety procedures, enforced incident response mechanisms, and transparent communication strategies witnessed greater employee retention and dedication. Muwonge and Atuhairwe (2023) further emphasized that adherence to safety signage, proper handling of incidents, and PPE enforcement at large manufacturing plants contributed to stronger organizational identification and moral commitment.

Despite this consistency across studies, a notable gap persists regarding employee involvement in the formulation and revision of safety procedures. Most reviewed literature assumes a top-down enforcement model, yet participatory safety governance—where employees contribute to rule design—has been under-researched in Uganda. Future studies should explore how co-creation of safety protocols impacts employee commitment, as such engagement may enhance the sense of ownership and alignment with organizational values.

5.2.3 Management support to safety and employee commitment

The relationship between management support to safety and employee commitment at Century Bottling Company Limited was found to be statistically significant and positive ($B = 0.581$, $t = 8.098$, $p = 0.000$). Since the p-value is less than 0.05, this implies that when management takes deliberate steps to prioritize the health and safety of workers—such as providing protective equipment, conducting regular risk assessments, enforcing compliance to safety protocols, responding to reported incidents, and compensating injuries—employees become more emotionally and morally committed to the organization. These actions instill a sense of trust and security, which in turn fosters stronger dedication, retention, and performance among the workforce.

This finding is in agreement with existing global literature which underscores the centrality of management support in shaping employee outcomes. For example, Kumar and Varma (2021) found that in India's manufacturing sector, employees who perceived higher management involvement in workplace safety reported greater organizational loyalty and lower absenteeism. Likewise, Abbas et al. (2022), in a study conducted in Malaysia, highlighted that top-down commitment to occupational health and safety practices significantly predicted employee satisfaction and long-term organizational attachment.

In the African context, similar observations have been made. For instance, Adebola and Adebayo (2021) examined safety practices in Nigerian factories and concluded that managerial support systems—especially visible safety leadership and worker welfare initiatives—positively influenced job satisfaction and commitment. In South Africa, research by Khumalo and Dlamini (2023) indicated that when organizational

leaders actively demonstrated concern for employees' safety and wellbeing, workforce dedication and productivity markedly improved.

Within Uganda, the findings of this study align with the work of Nansubuga and Twinamasiko (2023), who studied manufacturing companies in Kampala and found that managerial responsiveness to workplace incidents, provision of safety training, and visible concern for employee welfare were strongly correlated with employee engagement and commitment. Similarly, Mukama et al. (2022) emphasized that supportive leadership in relation to occupational health and safety was a crucial determinant of workforce retention in large beverage companies operating in Uganda.

The alignment of this study with both global and local findings confirms the robust link between management's role in promoting safety and the extent to which employees feel valued and committed. However, a literature gap still remains in examining how this dynamic plays out in the long-term under rapidly changing industrial contexts like Uganda's beverage sector, where modernization efforts are often not matched by comprehensive safety investments. Thus, while the current findings reaffirm the importance of management support, they also point to the need for stronger institutionalization of safety culture within Uganda's manufacturing industry.

CHAPTER SIX

CONCLUSIONS, RECOMMENDATIONS, LIMITATIONS, AND SUGGESTED AREAS FOR FUTURE RESEARCH

6.0 Introduction

This section presents the conclusions and recommendations in light of the above findings.

6.1 Conclusions

6.1.1 Safety trainings and employee commitment

The study concluded that safety trainings significantly enhance employee commitment at Century Bottling Company Limited. When employees receive extensive training on health and safety regulations, hazard identification, first aid, and emergency response, they develop a stronger sense of preparedness and trust in the organization's concern for their wellbeing. This preparedness fosters a feeling of being valued, which in turn strengthens their emotional attachment and commitment to the organization. Therefore, investing in comprehensive and continuous safety training is critical for cultivating a committed and engaged workforce in the manufacturing sector.

6.1.2 Safety procedures and employee commitment

The study concludes that the presence and enforcement of safety procedures have a positive and significant effect on employee commitment. Clearly written rules, safety signage, consistent use of personal protective equipment, and well-

established response mechanisms to workplace injuries contribute to an environment of predictability and security. Employees who perceive that their health is safeguarded through formal procedures are more likely to remain loyal and committed. Thus, enforcing workplace safety protocols not only reduces accidents but also enhances organizational commitment.

6.1.3 Management support to safety and employee commitment

The study concludes that management support for safety is the strongest predictor of employee commitment at Century Bottling Company Limited. When top leadership demonstrates a proactive approach by conducting risk assessments, enforcing compliance, providing protective tools, and ensuring compensation for work-related injuries, employees feel protected and respected. This institutional support builds trust and fosters a sense of moral and emotional obligation to stay with the organization. Therefore, managerial commitment to occupational safety should be prioritized as a key strategy for retaining a loyal and dedicated workforce.

6.2 Recommendations

Based on the findings of the study, the following practical and organizational policy recommendations are proposed for Century Bottling company Ltd.

6.2.1 Safety trainings and employee commitment

Based on the findings that safety trainings significantly enhance employee commitment, it is recommended that Century Bottling Company Limited should invest in developing a structured and comprehensive safety training program. This program should be tailored to meet the specific needs of different departments and

job roles within the company. Given that the manufacturing environment involves various levels of risk depending on the nature of the work, a one-size-fits-all approach to training may not yield optimal results. Customized training ensures that all employees, from machine operators to supervisors, receive relevant knowledge and skills to mitigate job-specific risks.

Additionally, management should ensure that the safety training is not a one-time event but a continuous process embedded into the company's operations. Regular refresher courses, updates on emerging risks, and simulated emergency drills should be conducted to keep employees well informed and prepared. Periodic assessments should be conducted to evaluate the effectiveness of the training, including knowledge retention and behavioral changes in safety practices. This will help in identifying gaps and making necessary improvements to the program.

The study also recommends that training should be made interactive and engaging. Rather than relying solely on lectures or theoretical content, management should consider using participatory methods such as group discussions, on-the-job demonstrations, and multimedia tools. Moreover, the training content should be delivered in a language and format that suits the employees' educational levels and learning preferences. When training is perceived as relevant, engaging, and applicable, employees are more likely to internalize safety values and feel a deeper connection to the organization. This sense of value and empowerment directly fosters stronger commitment to the organization.

6.2.2 Safety procedures and employee commitment

The study found that clear and enforced safety procedures are vital for employee commitment. Therefore, Century Bottling Company Limited should ensure that all safety policies and procedures are not only documented but also clearly communicated to all employees. This can be achieved through regular safety briefings, visible signage at workstations, and inclusion of safety guidelines in employee handbooks. Information dissemination should be done in a language that is easily understood by the majority of the staff to avoid misinterpretation of crucial safety protocols.

Furthermore, the company should institutionalize a process of regular review and updating of its safety procedures to align with changing work environments, technologies, and legal requirements.

A dynamic manufacturing setting often brings about new risks, which necessitate proactive adjustments in safety protocols. By keeping safety procedures up-to-date and responsive to the evolving nature of the workplace, management not only ensures compliance but also demonstrates care and responsibility, which can inspire employees to remain committed.

Management should also create avenues for employee participation in the development and refinement of safety procedures. Establishing a safety suggestion program, where employees can propose ideas for improving safety measures, will increase their sense of ownership and involvement. Employees working on the production floor often have firsthand experience of potential hazards and can provide practical insights into what works and what doesn't. Their inclusion in

decision-making processes enhances their psychological attachment to the organization, thereby increasing their organizational commitment.

6.2.3 Management support to safety and employee commitment

The study's findings indicate that management support is a crucial determinant of employee commitment in the context of workplace safety. Accordingly, the management at Century Bottling Company Limited is advised to demonstrate strong leadership in safety matters. This begins with visibly prioritizing safety by participating in safety meetings, conducting routine workplace inspections, and setting the tone for a culture of accountability and responsibility in safety compliance. When employees observe that management walks the talk in terms of safety, they feel valued and inspired to reciprocate with loyalty and dedication.

It is also essential for the company to allocate sufficient resources toward workplace safety. This includes consistent provision of quality personal protective equipment (PPE), investing in modern safety technologies, and funding safety improvement projects. The availability and quality of these resources signal to employees that their well-being is a top priority, which builds trust and long-term commitment.

Open communication between management and employees about safety concerns should be encouraged and institutionalized. Establishing a whistleblowing mechanism or anonymous safety feedback system can help uncover hidden risks that employees might hesitate to report directly. More importantly, management must act swiftly on reported issues to demonstrate that employee input is taken seriously. Finally, supervisors and mid-level managers should be trained to monitor safety compliance and offer real-time coaching and corrective feedback. Through

consistent engagement and oversight, a supportive environment is fostered—one that enhances employees' emotional attachment and sense of responsibility toward the organization.

6.3 Limitations of the study

One notable limitation of this study is its cross-sectional design, which involved collecting data at a single point in time. While the study establishes statistically significant relationships between workplace safety practices (safety trainings, safety procedures, and management support) and employee commitment, it does not allow for conclusions about causality. This limits the ability to determine whether improved safety practices result in greater employee commitment or if already committed employees tend to perceive safety efforts more positively. Longitudinal studies tracking variables over time would provide deeper insights into the direction and causality of these relationships.

Another limitation is the exclusive reliance on self-reported data obtained through structured questionnaires. Although this method is efficient for large-scale data collection, it is inherently vulnerable to biases such as social desirability bias, where respondents may overstate their commitment or the effectiveness of safety practices to align with perceived expectations. Similarly, recall bias may affect the accuracy of responses related to past training or safety incidents. These biases potentially compromise the internal validity of the findings. Future studies could strengthen the robustness of results by triangulating self-reports with alternative data sources such as supervisor assessments, safety audit reports, or documented records of safety incidents and employee retention.

Despite these limitations, the study offers valuable insights into the dynamics between workplace safety practices and employee commitment in Uganda's manufacturing sector, particularly within Century Bottling Company Limited..

6.4 Areas recommended for future research

While this study focused on three specific safety practices, safety training, procedures, and management support, it is recommended that future research explore additional workplace safety dimensions such as employee participation, safety promotion campaigns, and the role of safety culture in enhancing commitment.

Moreover, the current study focused exclusively on the beverage manufacturing sector (Century Bottling Company Limited); future researchers should expand the scope to include other manufacturing industries such as pharmaceuticals, steel, textiles for comparative analysis. Longitudinal studies could also provide more insights into the long-term effects of safety interventions on employee commitment over time.

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APPENDICES

Appendix i: Questionnaire

Dear Sir/Madam,

My name is Were Eria, pursuing a Master of Business Administration (MBA) degree at Uganda Christian University. I am conducting a study on Workplace Safety Practices and Employee commitment in the Manufacturing Industry in Uganda: A Case Study of Century Bottling Company Limited. This is being done in partial fulfilment of the requirements for the award of Master of Business Administration (MBA) degree of Uganda Christian University.

Any information provided in this questionnaire will be kept confidential and will strictly be used for academic purposes. Your participation in this study is voluntary.

SECTION A: BACKGROUND INFORMATION

A1. Administrative level

- a) Top Management level
- b) Middle level managers
- c) Operational level

A2 How old are you?

- a) Below 30 years
- b) 31-40 years
- c) 41-50 years
- d) 50 -60 years
- e) 60 years and above

A3 How long have you spent in your current job?

- a) Less than one year
- b) 1-2years
- c) 3-5 years
- d) 6 -10 years
- e) 10 years and above

A4. What is your highest level of education?

- a) Certificate
- b) Diploma
- c) Bachelors
- d) Masters
- e) PHD

A5. Religion

- a. Catholic
- b. Protestant
- c. Moslem

d. Others specify

A6. Employment Type

- a) Permanent
- b) Contract
- c) Temporary/Intern

SECTION B: SAFETY TRAININGS

Instructions: Please indicate the extent to which you agree with the following statements on safety trainings at Century Bottling Company Ltd. *Use a scale of; 1=Strongly Disagree, 2=Disagree, 3=Neutral/Undecided, 4=Agree, and 5=Strongly Agree*

	Statement	SD	D	N	A	SA
ST1	I have received extensive training regarding health and safety in this organization					
ST2	I know the safety regulations and procedures of the work place					
ST3	I am aware of the safety hazards in the workplace					
ST4	I have been trained in giving first aid to casualties in the organization					
ST5	I have been training in hazard Identification such as detecting damaged equipment, hazardous materials and environment					
ST6	I have received extensive training on how to control hazardous substances from causing harm					
ST7	Old employees provide instruction and training to new employees regarding safety practices					
ST8	I well understand the health and safety measures which helps me to do the job well and safely					

SECTION C: SAFETY PROCEDURES

Instructions: Please indicate the extent to which you agree with the following observations about Safety procedures at Century Bottling Company Ltd. *Use a scale of; 1=Strongly Disagree, 2=Disagree, 3=Neutral/Undecided, 4=Agree, and 5=Strongly Agree*

	Statement	SD	D	N	A	SA
SP1	Century Bottling Company has well developed and written safety rules and procedures in place					
SP2	There are safety signs with in the organisation					
SP3	I understand and follow the safety signs within the organisation					

SP4	Injuries and incidents are thoroughly investigated and the recommendations implemented					
SP5	Employees who get injuries are removed from site and given required treatment					
SP6	Employees must wear personal protective equipment as a safety measure					
SP7	In the event of an accident, my organization offers emergency care.					
SP8	I have always comply with safety rules and procedures					

SECTION D: MANAGEMENT SUPPORT TO SAFETY

Instructions: Please indicate the extent to which you agree with the following observations about Management support to safety at Century Bottling Company Ltd. *Use a scale of; 1=Strongly Disagree, 2=Disagree, 3=Neutral/Undecided, 4=Agree, and 5=Strongly Agree*

	Statement	SD	D	N	A	SA
MS1	The management of Century Bottling Company Limited is dedicated to providing a secure workplace for each and every employee.					
MS2	Management provides employees with preventative and protective measures to control physical and psychological hazards					
MS3	I am provided with protective tools when working in risky areas					
MS4	Risk assessments are frequently conducted by management to find potential risks that could endanger employees' health.					
MS5	Line managers make sure that all workers adhere to safety regulations and protocols.					
MS6	Management responds to reports of health and safety incidents and ensure timely and appropriate response					
MS7	Management always ensure that occupational health and safety information is provided to all workers.					
MS8	Management compensates workers for injuries incurred while at work					

SECTION E: EMPLOYEE COMMITMENT

Instructions: Please indicate the extent to which you agree with the following observations about employee commitment at Century Bottling Company Ltd. *Use a scale of; 1=Strongly Disagree, 2=Disagree, 3=Neutral/Undecided, 4=Agree, and 5=Strongly Agree*

	Statement	SD	D	N	A	SA
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	Affective Commitment					
EC1	I feel happy to have a career in this organization forever.					
EC2	I treat the problems of this organization as my own.					
EC3	I like talking to people outside of my organization about it.					
EC4	To work for this company for the remainder of my career would make me very happy.					
EC5	I have a strong emotional bond with this organization.					
	Continuance Commitment					
EC6	Even if I wanted to, it would be extremely difficult for me to leave my organization at this time.					
EC7	I'm worried about what might occur if I leave my job without finding another one.					
EC8	I believe that my options are too limited for me to think about leaving this company.					
EC9	The limited number of viable options would be one of the few significant repercussions of quitting this organization.					
EC10	It would be too expensive for me to quit my job at this time.					
	Normative Commitment					
EC11	I think I have to be devoted to this organization at all times.					
EC12	One of the main reasons I still work for this company is because I feel a moral obligation to stay because I think loyalty is important.					
EC13	I wouldn't think it was appropriate to leave my company if I received a better offer elsewhere.					

Thank you for your participating in this study

Appendix ii: Interview guide

Dear Sir/Madam,

My name is Were Eria, pursuing a Master of Business Administration (MBA) degree at Uganda Christian University. I am conducting a study on Workplace Safety Practices and Employee commitment in the Manufacturing Industry in Uganda: A Case Study of Century Bottling Company Limited. I am doing this in partial fulfilment of the requirements for the award of Master of Business Administration (MBA) degree of Uganda Christian University.

Any information provided will be kept confidential and will strictly be used for academic purposes.

Questions

Section A: Workplace safety practices

- 1) Do you have a health and safety policy in place?
- 2) Describe the work safety practices in this organisation?
- 3) How do you ensure that the staff adheres to health and safety procedures?
- 4) What has the company done to protect workers against these hazards?
- 5) Can you name some of the methods the company is using to protect the workers from hazards?
- 6) Does the company compensate workers for injuries incurred during the work process? How?
- 7) What impact do you believe work safety procedures have on employee dedication?

Section B: Employee Commitment

- a) Do you believe that workers have an emotional bond with this company? Give reasons why?
- b) Do you think majority of the employees would be very happy to spend the rest of their career with this organization? Give reasons why?
- a) If an employee wanted to leave this company now, do you think it would be difficult for them to do so? Why do you think that?
- a) Do you think employees believe that they should remain loyal to this organisations? Give reasons as to why?
- b) Do you think employees can stay working with this organization, if they get opportunities elsewhere? Give reasons why?
- c) What steps should be taken, in your opinion, to increase employee dedication in this company?

*****Thank You for your participation*****

The End

Appendix iii: Introductory letter



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

24th April 2025

To Whom It May Concern;

RE: MASTERS IN BUSINESS ADMINISTRATION (MBA)

Mr. Vincent Orena, Access No B25931 is a student at Uganda Christian University, pursuing a degree of Master's in Business Administration.

In partial fulfillment of the requirements for the award of the Master's degree, he is conducting a research study titled: *"Transformational leadership and Employee Motivation in the Public sector. A case of Ministry of Agriculture and animal Husbandry -Uganda.*

This communication therefore serves to formally request you to allow him access any information in your custody/organisation, which is relevant to his research .

Thank you for your cooperation on this matter

Yours Sincerely,

Dr. Henry Mugisha

Head of Department, Postgraduate Studies



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Appendix iv: Sampling guide

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
 "S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities",
Educational and Psychological Measurement, 1970.