

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

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**UGANDA CHRISTIAN
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DECLARATION

I hereby declare that this is my original research and has never been presented to any University or academic institution for any award, except where due acknowledgement has been made.

Signed 



Date..... 8 / sept / 2024

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APPROVAL

This is to certify that this research work has been done under my supervision and is now ready for submission to Uganda Christian University for examination.

Signature:  Date: 

MR. KIBUUKA DAVID

DEDICATION

I am committed to my beloved Kalidhasi Aisha, whose relentless support and encouragement raised my journey higher still. Believing in my capabilities and standing beside me whenever I needed help is a gift for which I am very thankful. She merits my gratitude for whatever she did in enriching my life.

I would also like to thank my academic supervisor, Mr. Kibuuka David, for his patience, understanding, and motivation. This work is therefore a reflection of impact and concern that he has portrayed towards me.

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LIST OF ACRONYMS AND ABBREVIATIONS

CBCL:	Century Bottling Company Limited
CVI:	Content Validity Index
OHSP:	Occupational Health and Safety Practices

ABSTRACT

The study explores the workplace safety practices on employees' commitment in Uganda's manufacturing industry and focuses on Century Bottling Company Limited. This work was guided by the following objectives: to identify workplace safety and health practices at Century Bottling Company; to assess the nature of employee commitment at the organization; and to investigate the causes of workplace hazards at Century Bottling Company Limited. A cross-sectional research design was used with the integration of quantitative and qualitative research methodologies. Data were collected from 75 respondents using questionnaires and 4 key informants through interviews.

Data analysis used frequencies, percentages, means and standard deviations. Results indicated that Century Bottling Company included safety rules and procedures, safety training and management support included in work practices on safety and health in the workplace. The study also identified machinery malfunction, chemical spills and failure to comply with safety precautions as major causes of occupational hazard. In this study, it was also established that employees express their commitment to the organization basing on affective, continuance, and normative dimensions. From these findings, this study suggests that the management of Century Bottling Company is supposed to invest in a holistically safety training program for all its employees since this is an integral approach toward achieving the desired state of safety culture within the organization.

In addition, the safety rules and procedures should also be reviewed and updated periodically so that their relevance and effectiveness in the dynamic work environment will be a reality. Secondly, strict monitoring of compliance with safety regulations and the necessary acts of discipline in case of any form of non-compliance is also imperative. These could equally involve periodic safety inspections, reviews of incident reports, and dealing proactively with cases of non-compliance.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This section introduces the study's context, identifies the research problem, outlines the aims and objectives, presents the research inquiries, specifies the study's parameters, and explains the importance of the investigation.

1.1 Background of the Study

1.1.1 Historical Background

Basically, health and safety history goes back to the 1960s and most of the 1970s, when The World Health Organization WHO and International Labor Organization ILO jointly, therefore, developed occupational health strategies that focused on the scientific and technical aspects of occupational health services including the early diagnosis of occupational diseases as well as training and education in occupational health to enhance the workforce performance and productivity of industries (ILO, 2001). It is also pertinent to establish that for the foregoing, new strategies like holistic workers' health programmes emphasizing the need to systematise primary health care services for further development of occupational health services were made in 1979 with the World Health Assembly resolution to reduce the adverse health consequence of work-related risk factors in other organisations like academic institutions and not just focusing on industries (ILO, 2001).

It is surprising to note that during the Industrial Revolution, which marked the switch from manual labor to new production methods, employee health and safety were not given importance by employers for nearly 200 years (Brooks et al., 2007). The object was profit, and employees were seen as an expendable resource. For this, the African work environment has been termed as the summation of living and working conditions that may have an impact on the life and health of workers or workmen. Many factors in the concept bring new dimensions to health in the form of diseases and injuries which are inclusive of work accidents and exposure to hazards. In the words of Emeharole and Iwok, "Occupational stress is caused by negative environmental factors associated with someone's job".

In modern times, however, the presence of health and safety policies, which companies and governments try to put into practice in terms of minimum hazards at work, have been embraced. Although the government has made efforts to make all employees in the country enjoy better safety and health by funding the enforcement of the OHS activities and repealing the Factories Act, 1964 for the implementation of OHS Act, 2006 and Statutory Instrument No. 87 (2014), inadequate enforcement of OHS Act, 2006 has led to mild impacts.

1.1.2 Theoretical Background

In this regard, the study was anchored on the goal-freedom alertness theory that was developed by Kerr in 1954. The theory is premised on the assumption that safe work performance results from a psychologically rewarding work environment, given the fact that employees remain safe in a positive work environment if managers and supervisors engage in actively alleviating work-related accidents, hazards, and illnesses within the workplace (Hosseinian & Torghabeh, 2012). In a psychosocially rewarding work environment, workers are encouraged to participate in pertinent issues revolving around health and safety. Workers have goals and choices to achieve the goals and thus create instances of increased alertness and focus to perform and accomplish work tasks. This promotes vulnerability to injury whenever the attention and awareness of the employees are shifted, Hosseinian & Torghabeh, 2012. The theory relates to this study because it clearly brings out the variables of the study by stating that an organization that adopts safe working environments as well as ensures more freedom, sets realistic achievable goals and efforts that normally leads to a highly committed employee who provide quality performance.

1.1.3 Conceptual Background

It also includes anticipation, recognition, evaluation, and control of workplace hazards that could impair the health, safety, and well-being of employees. Of course, there is concern for the surrounding communities and the environment, too. The World Health Organization (2022) avows that workplace safety and health are a practice that considers employees to be healthy and safe at the workplace as a way of improving their performance and production. Sklad (2019) defined workplace safety as "the practice of several activities which protect the production factors; the most important among these factors is the human element in companies and establishments from exposure to work accidents by establishing appropriate physical and psychological conditions for workers to perform their work with high productivity. This study has conceptualized workplace safety practices as rules and procedures related to safety, training on safety, and managerial support for safety.

Commitment of an employee is a degree to which employees have a strong sense of unity with their organization. It incorporates employees aligning themselves with the organization's objectives and the intention to maintain membership within the company. Employee commitment usually is a psychological state reflecting the relationship between him/her and the organization he/she is working for. It is the attachment of the employee to the organization as a result of his experiences. It may stipulate the level of satisfaction and engagement of the

workers. According to Meyer, 2010, "an employee commitment is a psychological link of the employee with the organization such that the employee would be less likely to voluntarily leave the organization.". This is a congruence between the goals of the individual and the organization where the individual identifies with and extends effort on behalf of the general goals of the organization.

1.1.4 Contextual Background

Introduction Century Bottling Company Limited is a subsidiary of Coca-Cola, which was started by Dr John Pemberton in the USA in the 1870s. After this time, the ownership changed through several hands including Woodruff, who developed the business to the current level of bottling as a soft drink. (CBCL sales report, 2003). The Century Bottling Company Limited opened in Uganda in 1989 through the partnership of Coca-Cola and the Bagaalaliwo family through the production of three main brands of Coca-Cola, namely Sprite and Fanta Orange, including Novida, Stoney, Krest Bitter Lemon, Schweppes Tonic Water, Schweppes Soda Water, Minute Maid, and Dassani Water, among others.

Regarding health and safety at the workplace measures, Century Bottling Company Limited uses a number of health and safety practices that involve safety rules and procedures, safety training about the health-related hazards, and organizational support systems such as provision of first aid and medical care to its employees. These measures, however, are not as well implemented as it should be, since the company only handles minor safety issues, such as safety precautions while on duty and provision of first-aid services within their company premises. Because of this, its employees continued to experience the heightening risks of facing no health insurance coverage when at work, let alone the risk that could emanate from accidents at work.

1.2 Statement of the problem

Some of the health and safety practices the Century Bottling Company Limited has engaged itself include the following: safety rules and procedures, safety training concerning health-related hazards, organizational support systems providing first aid and medical care to the employees, according to Century Bottling Company annual report 2019. This is aimed at protecting its employees from work-related hazards, acting as motivation, improving employee commitment. This is unfortunate because employee commitment has been reported to be low, characterized by laziness of staff while at work, absenteeism, and lack of dedication by a section of employees while executing daily work. Whether this low level of employee commitment is related to workplace safety or not is one issue that this study aims to clarify by exploring workplace safety practices in relation to employee commitment.

1.3 Main objective of the study

To examine the relationship between workplace safety practices and employee commitment in the manufacturing industry in Uganda, using a case study of Century Bottling Company Limited.

1.4 Specific objectives of the study

- To find out about workplace safety and health practices at Century Bottling Company Limited.
- To examine the nature of employee commitment at Century Bottling Company Limited.
- To examine the causes of workplace hazards at Century Bottling Company Limited.

1.5 Research questions

- What is the nature of workplace safety practices at Century Bottling Company Limited?
- What is the nature of employee commitment at Century Bottling Company Limited?
- What are the causes of workplace hazards at Century Bottling Company Limited?

1.6 Justification of the study

Manufacturing industries are considered one of the hazardous workplaces, due to exposure to a number of catastrophes that may put the workers' safety into question, such as intense noise and operation of dangerous equipment, among other conditions that might result in injury. Due to such underlying factors, manufacturing industries need to ensure safety and health to the workers in order to improve commitment and, hence productivity. The fact that previous workplace safety studies have increasingly been related to various organizational outcomes such as employee's job satisfaction, retention, and performance, very few studies have related workplace safety practice to employee commitment within the context of manufacturing organizations in Uganda, since previous studies focused on other organizational outcomes other than employee commitment. This, therefore, served as a motivation for this research.

1.7 The scope of the study

Study area for this research: Century Bottling Company Limited located at plot number 964 Kyagwe, Namanve Industrial Area Jinja Road, Uganda. Century Bottling Company drew the interest because it was one manufacturing company and, therefore, subject to occupational hazards prevalent in the manufacturing industry. Workplace safety practice would concern aspects of safety training, safety procedures, and organizational safety support in view of employees' commitment expressed through their affective, normative, and continuance commitment. In this regard, data targeted for the study is within a 5-year retrospective period that covers the period from 2019 to 2023.

1.8 Significance of the Study

The findings of the research will contribute to wider knowledge among human resource practitioners on the importance that workplace safety has in motivating staff and improving their commitment levels. It will also allow the HR practitioners to take advantage of the results to identify which of the job safety practices most contributes to employee commitment and how it can be applied to boost the commitment and productivity of employees. This research study will add to the literature related to workplace safety and shall also act as a reference point for any researcher or academician intending to extend this study.

1.9 Conclusion

The chapter has presented the background to the study, problem statement, general objective of the study, specific objectives of the study, research questions, justification of the study, scope of the study, and the significance of the study. Next to that is the review of literature related to the study variables.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literature related to the study. The literature was reviewed in correspondence with the objectives of the study as shown in chapter one.

2.1 Health and Safety Practices

It is estimated that annually 2 million deaths result from work-related accidents and diseases and an estimated 337 million work-related accidents and 160 million diseases annually. Monetary-wise, the cost of industrial accidents is extravagantly high because it is estimated that the millions of workplace hazards happening annually around the world have caused so many lost working hours disrupting productivity levels in the workplace. The International Labor Organization estimates that US\$1.25 trillion is lost annually through compensation, disruption of production, and medical expenses attributed to WPS. This translates into devastating consequences in the form of their balance sheets for employers and reductions in the GDPs of world economies. Efficiency in the use of communication and information networks at enterprises enables the reduction in accident numbers and improves perceptions among workers regarding management commitment to OHS.

Safety management systems are mechanisms integrated within the system to control risks likely to affect the health and safety of workers in organizations. It is meant to make sure that the Company is observing set regulations. A good safety management system should wholly be assimilated within the company, have binding powers and be a harmonized system of strategies, practices, and procedures to ensure harmony and harmonization -Fernández-Muñiz et al. 2009. The efficient health and safety management framework comprises health and safety policies and procedures.

General health and safety practices reveal the willingness of the management to provide the workers with a healthy and safe workplace. Similarly, workplace health and safety risk management is also defined as a three-step process. First, the workplace hazards are identified. Second, the hazards forming the basis for the risk are assessed. Finally, controls are attached to identified risks such as loss of hands and loss of employees that might cost the organization a financial loss. Understanding and managing all risks likely to affect the organization will render better performance and competitive advantage. De Koster et al. showed that focus on safety helps in reducing costs associated with accidents.

The direct costs for this study would be the cost of first intervention, ambulance and hospital expenses, compensation for work incapacitation whether permanent or temporary as well as

death, amounting to money and other damages payable to the worker or relatives of the worker, the amount payable to insurance, while the cost items that can be classified as indirect include loss of reputation and long-term efficiency, and legal expenses. It is generally perceived that to improve safety performance, companies should be compelled to invest in practices aimed at reducing workplace accidents. This perception and notion find support from the fact that firms with safety priorities within daily operations and working methods tend to have fewer accidents with relevant costs reduced by that fact. A safety climate operates based on the shared perception of workers in terms of procedures and practices associated with the value and importance of safety within the organization (Griffin & Neal, 2000). According to Zohar, 1980, a strong commitment of management to safety has been the most consistent factor which contributes to safety climate.

A series of differences demonstrate the commitment to safety: (a) senior management participates regularly in the activities that concern safety, b) the safety officer ranks higher and enjoys a different status in the organization, c) more safety training, d) open communication and close contact between management and workers, e) stable workforce-that is, fewer turnovers, f) safety promoted via guidance and counseling rather than via coercion and admonition, etc. However, the gist of the conceptualization of safety climate in an institution is that, as a matter of fact, safety is an issue enterprises prioritize. Managerial support for safety and importance of safety in the organization is considered to be the basis of a safety climate. Other researchers have also noted other Health and safety practices adopted by an organization, which include; rules and procedures related to safety, training about safety, promotion policies regarding safety, commitment from management, involvement from the workers' side, workplace health and safety surveillance, health inspections, wellness programs for employees, and safety committees, health and safety audits.

However, the study has homed in on five dimensions as a measure of Health and Safety practices that are within the confines of the theory adopted for this study. Precisely, these five dimensions place more emphasis on the protection of the employees against work-related harms, hence improving their commitment and employee performance. Jha explained that safety procedures are significant in retaining the loyalty of the employees to the organization since they instigate positiveness amongst employees, motivate them psychologically, and therefore make them more satisfied and committed to the organization.

2.2.1 Management support

Effective management of safety will be a result of the commitment and demonstration of the management in support of the programs on safety and health. Safety programs, policies, plans,

and procedures should be documented at the time of the formation of a company. The employers must be fully committed to the program on training for safety to teach the employees how to handle the risks. It should be underlined that in any organization most of the safety issues are dependent on the management, since they possess complete control over the available resources. In fact, Avanzi et al., 2018 revealed that top management investment in safety-improvement programs helps increase the loyalty and behavioral safety of employees.

2.2.2 Worker involvement

People in the workplace are competent personnel to make suggestions on improvements. They are reliable enough to discuss safety and health issues that may affect workers in the organization. Secondly, workers should be allowed to provide their feedback and recommendations with regard to their safety-related issues; they can also suggest ways to improve the work processes and activities that can be safer.

2.2.3 Safety rules and procedures

Improvement in the safety behaviour of employees at work can be achieved where the organization has well laid down safety rules and procedures, an argument by Vinodkumar 2010. The safety rules and procedures can establish standards of behaviour of the workers as well establish a safety system for correction of employees to help the workers to make them understand the safety rules and procedures, Said, (2015). The management therefore has to try and communicate the policies and procedures in a language that may easily be understood by the employees Shamsudinb (2016).

2.2.4 Safety training

All levels of employees should be given training by the company. Training allows developing knowledge, behavior, and skills. A goal-setting and performance feedback program should follow training. Safety training can be more predictable in an accident (Asepori, 2011). The training program should be based on promoting safety, preventing accident, following the practices of safety, use of personal protective equipment, response in case of accidents and emergencies, hazards in the workplace, and involvement of workers Hamid, 2015. All workers should be provided with proper type and adequate amount of safety training in order to increase their safety awareness that helps them to encounter the every day hazards, risks, and dangers present in the workplace. Successful training programs may prevent accidents, injuries, legal liability, claims by workers for compensation, property damages, and lost work time of the worker. In recent times, Grabowski has remarked that safety training has been evolving in a manner such that it can ensure the desirable safety behavior of employees while working, for example, work safely and commit no severe errors.

2.3 The concept of employee commitment

The concept of employee commitment has gained popularity in the literature of industrial and organizational psychology during the last decades. In this regard, the early studies on employee commitment regarded the concept as a single dimension from the attitudinal perspective embracing identification, involvement, and loyalty according to Cohen, 2003. According to Porter et al. (1974), an attitudinal perspective refers to the psychological attachment or effective commitment formed by the employee about his identification and involvement with the respective organization. Porter et al. (1974, p. 60) further explain employee commitment as "an attachment to the organization characterized by an intention to remain in it, identification with values and goals of the organization, and a desire to expend extra effort on its behalf.". Mowday, Porter and Steers (1982) describe the side-bet theory by defining employee commitment as behavior "relating to the process by which individuals become locked into a certain organization and how they deal with this problem". Meyer and Allen, 1984 initially saw employee commitment in two-dimension namely, affective and continuance.

They explicated that by structuring the definition of affective commitment as positive feelings of identification with an attachment to and involvement in the work organization, whereas continuance commitment is the extent to which employees feel committed to their organization by the virtues of the costs that they feel are associated with leaving". Subsequently, after further research, a third dimension of normative commitment was added and it is defined as "the employee's feelings of obligation to remain with the organization". Indeed, the three faces of employee loyalty share the belief that the latter is a mental state framing the nature of the relationship between members and their workplace, guiding the decisions related to either staying with the or leaving the organization. Meyer and Allen's model, 1997, defines employee commitment through three dimensions: affective, continuance, and normative commitments. This approach was chosen because each dimension has an important role in employee outcomes, like job performance, absenteeism, tardiness, and finally turnover.

2.3.1 Affective commitment

Among a few dimensions that may be used to identify organizational commitment, the affective commitment is one such dimension. It defines the degree of emotional attachment an individual has with their organization. If members perceive a strong affective commitment, they will continue to stay in the organization out of their own free will. It is apparent when employees hold a belief that their connection with work aligns with the organization's values and

objectives. Meyer and Allen 1997 organizational commitment model lists the elements which lead to affective commitment: job challenge, clearly spelled-out role, expectation of goals, supportive management, cohesive peer group, equitable treatment, personal importance, constructive feedback, participation, dependence. Identification deals with the development of affective commitment where one wants to develop a positive relationship with the organization. On one hand, internalization refers to the area where an individual aligns his goals and values with those of the organization. In general, affective commitment can be portrayed as "the degree to which an individual identifies with the organization" (Allen & Meyer, 1990).

2.3.2 Continuance commitment

Continuance commitment, or the realization by an individual of the possible costs incurred when leaving one's current organization, is another element of the tri-dimensional model of organizational commitment. As reflected in many literatures, this aspect of commitment is considered rational because it is the conscious assessment of an individual regarding his or her losses and vulnerabilities when leaving his or her organization. Employees may stay committed because of their fear of the costs and risks associated with quitting. Continuance commitment, in this case, can be equated to a utilitarian commitment to the organization wherein an individual's membership in the company is a function of an estimate of the economic benefits derived. Organizational commitment, on the other hand, may be made by an employee based solely on the accrued extrinsic rewards due to a job well done without necessarily having to relate to the goals or values of the company.

The intensity of continuance commitment, according to Meyer and Allen (1984), is related to breaking up costs of leaving the organization, the limited availability of options, and investment in the organization. Therefore, when better opportunities arise, individuals may leave the organization. Meyer et al. (1990) explain further that an individual may continue to show their commitment to the organization because of other investments such as seniority or pension plans or organization-specific skills which the person may lose after leaving.

2.3.3 Normative commitment

Continuance commitment is the second feature of a tri-dimensional model of organizational commitment when an individual perceives losses connected with leaving a given organization. Basically, this form of commitment is perceived to be more analytical because it refers to an individual's evaluation of the losses and risks that would occur from leaving his or her

workplace. Workforces may retain continuance commitment because of their fear about the costs and risks of resigning. This form of commitment is connected with a utilitarian attachment to the organization; an individual identifies his or her linkage to the company based on an estimate of the financial benefits derived. Employees can feel committed to an organization because of the extrinsic rewards they receive for their work without necessarily relating to the objectives or values of the company.

Meyer and Allen, referring to continuance commitment, suggest that its intensity is a function of perceived organizational leaving costs, availability of alternatives, and investment in the organization. Therefore, they may leave the organization if a better opportunity arises. Meyer et al. (1990) further explain that an individual may remain committed to the organization because of other investments, such as seniority, pension plans, or organization-specific skills which they will lose on quitting.

2.4 Conclusion

This chapter has reviewed the literature related to the study. The next chapter presented the methodology that was adopted for the study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section presents the plan of the study, targeted group, sample size selected, process of selecting the respondents, means of securing information, tools that would be used in collecting data, and how data would be collected. Ethical practices followed and possible limitations of the study are also discussed further in this chapter.

3.1 Research Design

A research plan is a systematic approach that elaborates on how data is to be collected, measured, and analyzed in relation to the main research objective. It summarizes the research proposal, application of the proposal, and the actual data analysis. To obtain data on how health and safety practices influence employees' performance in Century Bottling Company Limited, a descriptive cross-sectional type of research design was used. The plan applies a survey to individuals and documents the responses to analyze them further in detail. As such, the design is not only relatively inexpensive but also quite easy to administer and can yield results within a short period of time. The descriptive cross-sectional research design is one in which the researcher could collect the views of a sample of the population at a particular moment in time.

3.2 Research Approach

A research strategy is an action plan that is predefined to guide or support the research process to be more methodical and highly effective. The three types of research strategies are qualitative, quantitative, and mixed strategies. This study incorporates a mixed research strategy, hence using both qualitative and quantitative research strategies. In combining the two approaches, they achieve comprehensiveness in research on issues of a deeper understanding that cannot be achieved by using them separately. The selection of the quantitative approach is because it can provide numerical data on observable individual behaviors of selected samples that can be subjected to statistical analysis. Contrarily, a qualitative research strategy was employed in studying the why, how, what, where, and when of the subject of the study. Additional to Creswell, 2003 this harmonized methodology helped the researcher get rid of the deficiencies arising from dependency on one strategy only.

3.3 Area of study

According to Bhattacharjee (2012) and Yin (2009), the field of investigation or object of analysis refers to an individual, multiple persons, physical products, organizations, technology

innovations, or countries. The case study of the Century Bottling Company Limited falls into this category since it has its main place of operation in Kampala, plot 964 Kyagwe, Namanve Industrial Area, Jinja Road, Uganda. It accommodates approximately 300 employees performing specialized roles including quality control and assurance, procurement, engineering, human resources, packaging, information technology, regulatory affairs, marketing, administration and finance, as obtained in the Century Bottling Company Financial Report, 2019. This manufacturing company was selected for the study due to the fact that it falls into the class of manufacturing companies that do exhibit high health and safety hazards.

3.4 Study Population

According to Sekaran (2005), the population of a study refers to all the people, events, or things relevant for a particular topic that a researcher is studying. The population of the current study entailed 200 employees, divided as follows: 10 staff in Finance and Administration, 3 in Human Resources, 100 in Production, 21 engaged in Quality Assurance and Control, 22 in Stores, and 38 in Packaging. Because these departments were targeted, the researcher needed specific information that was possessed by those departments since they were employed in areas with high chances of occupational hazards. This also calls for speeding up the process of data collection since the listed frame members were easily accessible to the researcher.

3.5 sampling size

According to Oso and Onen (2008), a sample involves part of the target population selected in order to represent the intended population. Since the set of study was too large, the sample from the population was collected to represent the opinion of the whole assembly. Amin, 2005, referring to the tabulation of Krejcie and Morgan, 1970, a simple sample size of 127 respondents from the total feasible population of 200 respondents was determined. The Krejcie and Morgan catalogue prescribes conversely, an appropriate simple size for a given population.

Table 3.1: Sample Size Selection

Category	Population	Sample size	Sampling Technique
Administration and Finance	10	6	purposive sampling
Human Resource	03	2	Purposive Sampling
Production	100	60	Simple Random Sampling
Quality Assurance and Control	21	17	Simple Random Sampling
Stores	28	18	Simple Random Sampling
Packaging	38	24	Simple Random Sampling

Total	200	127
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Source: *Researcher 2020*

3.6 Sampling Techniques

According to Kothari, the design/technique of sampling refers to a clear-cut plan for obtaining the sample from the sampling frame. In this study, both probability and non-probability techniques of sampling are used in selecting the actual respondents who are to take part in the study. Techniques that have been used in this study include purposive sampling for non-probability and simple random sampling for probability sampling.

3.6.1 Purposive sampling

Purposive sampling is a type of sampling method that is selected without probability based on the characteristics of a population and the research objective. It involves choosing respondents for a case study based on their familiarity with the topic being examined. Key informants were purposively sampled from departments of Human Resources, Administration and Finance. It is presumed that the respondents are more knowledgeable about the subject matter and therefore are richer in information regarding the subject under study than from other departments. This technique was one of the methods used in the research design because it allows the usage of required information possessions of the respondent; hence, this technique is inexpensive and quick.

3.6.2 Simple Random Sampling

A method that employs chance in the selection of the respondents from the population is used in order to eliminate bias. The respondents in the Quality Control and Assurance, Production, Packaging, and Stores departments were selected by employing the simple method of random sampling. This is because every member of the population would stand an equal chance of being selected to participate in the study, and this vastly reduces bias.

3.7 Data Sources

Data collection was done from primary and secondary sources. Primary data refers to original information collected for the first time by a researcher or his assistants, while in the case of secondary data, the information is already in existence from previous records. The actual collection of primary data was through structured questionnaires and interviews, and the collection of secondary data involved reviewing the relevant literature on the subject matter. The cost-effective nature of this method and its efficiency in collecting data are the main reasons it has been selected. The reviewed literature consisted of management reports, health

and safety manuals, performance reports, and other related literature on health and safety practices, employee performance, and organizational commitment.

3.8 Data Collection Methods

3.8.1 Questionnaire Method

A questionnaire is the physical document containing already designed questions that a researcher intends to have answered by the respondents. A structured questionnaire with four sections was developed. Section A contained questions that related to demographic characteristics of respondents such as age, gender, qualification, and years spent at work. Section B contained questions that captured information on the nature of workplace safety practices. Section C contained questions relating to the nature of employee commitment. Section D contained questions relating to causes of workplace hazards in Century Bottling Company Limited and their possible remedies. The questions in the survey were based on a 5-point Likert system that ranged from strongly disagree to strongly agree. Each question on the survey was formulated to target a particular goal. The questionnaires were to be self-administered, with the respondents filling them out at their convenience. The data capture from the respondents targeted the use of a questionnaire method in the Quality Control and Assurance, Production, Packaging, and Stores departments. These questions were a mix of limited and extensive queries providing respondents with a chance to voice their thoughts and preferences that couldn't be encapsulated through inquiries. The investigator employed the approach of leaving and collecting later, where surveys were administered to participants and retrieved upon finishing. This would give enough time for respondents to complete the questionnaires. He chose research assistants to help in the distribution of questionnaires and collecting the fully completed questionnaires from the respondents to one collection centre from where the researcher picked them. This is because the questionnaire method allows respondents freedom in answering the questions.

3.8.2 Interview Method

Data from the key informants was collected through an interview approach, where the respondents were obtained from the Human Resources, Finance, and Administration departments. Selection of the above respondents was based on the fact that the knowledge to be required for them in relation to the effect of health and safety practices and organizational commitment on employee performance. The interview method was used because through an interview, the interviewee is able to reflect upon the questions earlier and provide answers that

cover all the relevant information with regard to the subject matter. Further, the interviewer refines the questionnaires so that they can easily be comprehensible, and can give in-depth explanations to the interviewees if the questions are unclear to them (Wilson, 2010). The face-to-face interviews were done from the places of work of the interviewees, while the telephone interviews were done from anywhere, as this could be done virtually. They were done at a time convenient for the respondents and lasted for about 15 to 30 minutes. Interviews conducted by telephone were recorded and afterward, at an opportune time, notes were made from such recording, verifying for accuracy.

3.10 Data Collection Procedures

Upon the approval of the research proposal, an introductory letter from the academic department of Business Administration at Uganda Christian University was acquired and forwarded to Century Bottling Company Limited to request permission to conduct the study. The purpose and objectives of the research were advanced to the management in the bottling company. With the necessary permission given, the researcher got in touch with all the respondents and notified them of the purpose of the research and delivered the questionnaires to be completed. The respondents were asked to respond to the questionnaire with yes/no responses and return a completed questionnaire to the research assistant identified by the investigator. Consequently, interviews were also conducted with the respondents from the company premises. For those who could not be accessed from the company premises, as they work in shifts, emails and telephone numbers were gotten. In this regard, questionnaires were sent through email addresses, while appointments for telephone interviews were made and conducted. Recordings were made during interviews where telephone interviews were done and which were later listened to for clarity, avoidance of misunderstandings, and making notes. All respondents needed some follow-up to complete the questionnaires fully and in a timely manner.

3.11 Data Analysis and Presentation

Analysis refers to the process of editing, categorizing, ordering, manipulating, and summarizing data in order to derive an answer to research questions. Data analysis in this study has been done in a number of stages: first, editing was done for the questionnaires completed, checking for completeness and consistency. The data was then checked for errors and omissions, after which corrections were made. The clean data was then transferred to SPSS to facilitate coding and analysis. Following Schindler 2001, the coding process involved assigning numbers or symbols to responses for easier grouping later. Data analysis based on

objectives used descriptive statistics, and output is presented in chapter four by use of frequency tables and percentages. Quantitative data analysis was done by applying Pearson's correlation coefficient with assistance from the Statistical Package for Social Sciences. Qualitative data analysis involved content analysis, which included major theme identification and categorization by studying them in detail through comparing similarities and differences. In presenting quantitative data, narratives from interviews were used in presenting basic facts and opinions.

3.12 Ethical Considerations

In this research project, the investigator considered the following steps as ethical considerations:

In that light, permission was sought from management at Century Bottling Company Limited. This involved making the required introduction of himself to management for the explanation of the aim of the study and subsequently giving the respondents a choice as to whether they wanted to be part of the study or not.

Informed consent was sought from respondents. In essence, the researcher asked the respondents for consent to take part in this study. Their anonymity of identity, as well as confidentiality in their responses, was assured. Anonymity in this case was ensured by keeping the research instrument free from any indication of the respondents' names, while confidentiality of their responses was achieved through assurance of safe custody of information from the respondents that it shall be used for the intended purpose of this research. There were also those respondents who did not want to participate in the study or later during the interview changed their mind, and a decision of that nature was respected. They had been allowed to make adjustments to their responses before the data was finally entered into the computer packages for analysis and interpretation. The respondents had the prerogative to contact the researcher in the process of collecting the data in order to make any clarification concerning the data collected.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The present study has identified workplace safety practices in the manufacturing industry of Uganda and their impacts on employee commitment at Century Bottling Company Limited. Such guided the study to identify workplace safety and health practices at Century Bottling Company, examine the nature of employee commitment at the company, and establish causes of workplace hazards at Century Bottling Company. This chapter summarizes findings based on data analyzed and collected from respondents. Frequencies, percentages, means, and standard deviation are used in presenting the results of this study in tabulated form and explaining them.

4.1 Analysis of Response Rate

A total of 127 respondents was sought from the target population to sample. Of this number, the researcher managed to conduct 4 interviews and returned 75 fully completed questionnaires. Thus, the total response rate stood at 62.2%, which augured well with reporting. This agrees with Mugenda and Mugenda (2009), who argued that any response rate of 50% is good enough for analysis and reporting. A rate of 60% is good, whereas rates of 70% and above are considered excellent.

4.2 Demographic Characteristics of the Respondents

This segment furnishes an account of the population attributes of the participants. The population attributes have been brief in frequency and proportion distribution charts to accord a general notion grounded on gender, level of education, and proficiency. The outcomes are showcased in the ensuing graphs.

Table 4.1: Gender of the respondents

Category	Frequency	Percentage
Male	43	57.3
Female	32	42.7
Total	75	100.0

Source: Survey Data (2024)

Findings from table 4.1 show that 57.3% of the respondents were males and 42.7% were females. This implied that more males were involved in the study than females. It can also imply that the organization employs more males than females. This could be true due to the nature of work in a manufacturing industry that requires males who are more energetic than

females, especially in production.

Table 4.2: Education Level of respondents

Education Level	Frequency	Percentage
A - level certificate	8	10.7
Diploma	13	17.3
Bachelor's degree	41	54.7
Master's degree	7	9.3
Other Qualifications	6	8.0
Total	75	100.0

Source: Survey Data (2024)

The information in table 4.2 shows that most of the people surveyed, 54.7%, finished college with a bachelor's degree. 17.3% had a diploma, 10.7% finished high school with an A-level certificate, 9.3% had a master's degree, and 8% had other types of qualifications like the Association of Certified Chartered Accountants (ACCA). This means that most of the people surveyed had a college degree and probably could understand and answer the survey questions well.

Table 4.3: Work experience

Work Experience	Frequency	Percentage
Less than 1 year	12	16.0
1 - 5 years	26	34.7
6 - 10 years	29	38.7
11 - 15 years	8	10.7
Total	75	100.0

Source: Survey Data (2024)

Table 4.3 reveals that most of the participants, comprising 38.7%, reported having worked with the organization for 6-10 years. The second largest group, 4.7%, had a work tenure between 1-5 years, followed by 10.7% reporting a work period of 11-15 years, and 16% stating they had worked for less than a year. This suggests that a significant proportion of the respondents were well-equipped to provide relevant insights for the study due to their work exposure in the organization.

4.3 Descriptive Statistics of the study variables

Mean and standard deviation were utilized to analyze descriptive data in this section. The mean indicates the frequency of a response, while the standard deviation measures the extent of scores deviating from the mean. Variability among the responses is revealed by the standard deviation (SD), which is interpreted as low deviation when $SD < 1$ and high deviation when

SD>1. The scale presented in Table 4.2 is applied to interpret the mean.

Table 4.2: Scale for interpreting Mean

Legend	Interpretation
4.21-5.00	very high
3.41-4.20	High
2.61-3.40	Moderate
1.81-2.60	Low
1.00-1.80	very low

Source: *Dawes (2008)*

4.3.1 Nature of workplace safety and health practices at century bottling company

Results on the nature of workplace safety and health practices at Century Bottling Company are presented in Table 4.4.

Table 4.4: Descriptive statistics on nature of workplace safety and health practices

Statement	N	Mean	Std. Deviation
Safety rules and procedures			
Century Bottling Company has well developed and written safety rules and procedures in place	75	3.87	.600
Injuries and incidents are thoroughly investigated and the recommendations implemented	75	4.33	.475
Employees who get injuries are removed from site and given required treatment	75	4.40	.615
Employees must wear personal protective equipment as a safety measure	75	4.37	.487
Emergency treatment is available in case of accident in my organization	75	4.11	.481
Average mean and standard deviation		4.22	.532
Safety trainings			
I have received extensive training regarding health hazards that occur in this organization	75	4.21	.664
I have been trained in giving first aid to casualties in the organization	75	4.13	.475
Old employees provide instruction and training to new employees	75	4.57	.574
I well understood the health and safety measures which helps me to do the job well and safely	75	4.55	.527
Average mean and standard deviation		4.36	.560
Management Support			
Management provides employees with preventative and protective measures to control physical and psychological hazards	75	4.57	.574

Management often carries out risk assessments to identify possible hazards that may affect the health of workers.	75	3.87	.600
Line managers ensure that safety rules and procedures are strictly followed by all employees	75	3.07	.777
Management responds to reports of health and safety incidents and ensure timely and appropriate response	75	4.05	.517
Average mean and standard deviation		3.89	.617
Overall average mean and standard deviation		4.16	0.569

Source: *Survey Data (2024)*

The respondents were asked about their opinion on the safety and health practices at Century Bottling Company Limited. The data in table 4.4 showed that most people agree that the company has good safety rules and procedures because the average score was high at 3.87 (SD = 0.600). This suggests that there are indeed safety regulations in place at the company. Additionally, most respondents also agreed that injuries and incidents are thoroughly investigated with recommendations implemented, employees are promptly treated for injuries and removed from the site, personal protective equipment is required, and emergency treatment is available in case of an accident. The mean score of 4.22 (SD = 0.532) on average shows that the respondents agreed that safety rules and procedures exist, including wearing protective equipment, removing injured employees, investigating incidents, and implementing recommendations to prevent future accidents. The low standard deviation indicates that there is little variation in the respondents' opinions regarding the existence of safety rules and procedures at Century Bottling Company Limited. This was supplemented by a key informant who said that:

“We have a health and safety policy in place that lays out health and safety measures and clear procedures for dealing with work-related accidents. For example, our staff are required to wear protective equipment such as gloves, safety shoes, and full body suits.”

Jha (2019) supports the findings, emphasizing the importance of safety procedures in fostering employee loyalty and positivity, which increases job satisfaction, commitment, and motivation. As for safety training, the majority of respondents affirm having received extensive training on health hazards, first aid, and instructions from experienced employees, and having a clear understanding of safety measures that ensure job performance and well-being. The average mean score of 4.36 indicates that participants generally agree on the effectiveness of safety training as part of workplace health and safety measures. The low standard deviation of 0.560 suggests a high level of consistency and little variation among respondents' opinions on safety

training. This finding was extended by a key informant who said that:

"We train our staff in first aid giving, how to handle emergency accidents at work, and how to use fire extinguishers, among others. This is to equip our staff with the knowledge needed to keep a healthy and safe working environment."

These findings are supported by Grabowski, who, in elaborating on safety training as a means to achieve positive safety attitudes among employees - not making mistakes and working safely - found the same elements as in this study. Hamid supports the present argument that safety training is crucial, suggesting the content of the trainings should be built around several key areas, including preventing accidents and plans in response to an emergency.

The above statement demonstrated that at CBCL management provides both preventative and protective measures to control physical and psychological hazards, since the mean score is high with a low standard deviation, $M = 4.57$, $SD = 0.574$. This makes them believe that management does conduct risk assessments in the workplace, enforces safety rules and procedures, and carries out timely and proper action on reports received concerning health and safety incidents. The high mean of 3.89 indicates management support for the health and safety of the staff, which corroborates Avanzi et al.'s statement that the more top management invest in safety, the more loyal and engaged employees are. On the whole, occupational safety and health practices at CBCL were considered to be good with a high mean score of 4.16 and a low standard deviation of 0.569 indicating consistency among the respondents. As argued by Huang et al. (2016), establishment of occupational health and safety procedures provide employees with a workplace that is safe and free from risks and therefore, they may get more motivated and loyal to the organization.

4.3.2 Causes of workplace hazards at Century bottling Company Limited

Results on the causes of workplace hazards at Century Bottling Company Limited are presented in Table 4.5.

Table 4.5: Descriptive statistics on causes of workplace hazards at Century bottling Company Limited

Statement	N	Mean	Std. Deviation
There are no clear safety rules and procedures in this organisation	75	3.08	.969

There are no regular training on occupational safety and health in this organisation	75	4.41	.481
I am not provided with protective gears when working in risky areas	75	2.45	.699
There are no adequate safety signs with in the workplace	75	2.39	.517
Occupational health and safety information is not adequately provided to all workers.	75	2.04	.531
There is inadequate management commitment to promoting safe working environment	75	3.05	.971
There is failure by some staff to follow the safety precautions	75	4.11	.481
I sometimes do not take reasonable care for my own safety and that of others at work	75	3.05	.769
There are often machinery malfunctions that affect the health of staff	75	4.75	.595
There are often reported case of chemical spills that cause acute and chronic health problems.	75	4.80	.138
Average mean and standard deviation		3.41	0.615

Source: *Survey Data (2024)*

Results from table 4.5 show that the statement that there is no regular training on occupational safety and health in this organization was agreed to with a high mean score, $M=4.41$, $SD=0.481$. The statement that some staff fail to follow the safety precautions was agreed to, as shown by $M = 4.11$, $SD = 0.481$. This implied that some staff do not adhere to the safety precautions, which can be an occupational health hazard in the organization. This can only be attributed to failure by the organization to continuously train its workers about occupational health and safety at workplaces.

The statement that "there are often machinery malfunctions that affect the health of the staff" was highly agreed to, $M = 4.75$, $SD = 0.595$, meaning malfunctioning machinery is the cause of occupational hazards in the workplace. Also, the statement that acute and chronic health problems are often reported due to chemical spills came out with a high mean score of $M = 4.80$, $SD = 0.138$. This was an indication that at the company, chemical spillages were part of the occupational hazards.

However, statements disagreed to were that I am not provided with protective gear while working in areas presenting risks; that there are no appropriate safety signs at the workplace; and that information on occupational health and safety is not well provided to all workers. Means of $M = 2.45$, $SD = 0.699$; $M = 2.39$, $SD = 0.517$; and $M = 2.04$, $SD = 0.531$ were obtained for the three items. This implied that protective safety gear is provided to the respondents; safety signs are placed at strategic positions and that occupational health and safety information is availed to all workers in the organization. This was extended by a key

informant who said that:

“We have a health and safety policy in place that lays out health and safety measures and clear procedures for dealing with work-related accidents. For example, our staff are required to wear protective equipment such as gloves, safety shoes, and full body suits.”

The respondents showed a moderate response towards the statements indicating that the organization lacks clear safety rules and procedures (M = 3.08, SD = 0.969), has insufficient management commitment towards promoting a safe work environment (M = 3.05, SD = 0.971), and that employees sometimes do not take reasonable care for their own safety and that of others at work (M = 3.05, SD = 0.769). This suggests that the respondents were indecisive regarding the aforementioned factors as potential contributors to occupational hazards in the workplace.

4.3.3 Nature of employee commitment at Century bottling Company Limited

Results on the nature of employee commitment at Century Bottling Company Limited are presented in Table 4.6.

Table 4.6: Descriptive statistics on nature of employee commitment at Century bottling Company Limited

Statement	N	Mean	Std. Deviation
Affective commitment			
I feel happy to have a career in this organization forever.	75	4.33	.475
I treat the problems of this organization as my own.	75	4.25	.824
I enjoy discussing my organization with people outside it	75	4.31	.615
I would be very happy to spend the rest of my career with this organization	75	4.33	.664
I feel emotionally attached to this organization	75	4.25	.699
Average mean and standard deviation		4.29	.655
Continuance commitment			
It would be very hard for me to leave my organization right now, even if I wanted to	75	4.13	.475
I am afraid of what might happen if I quit my job without having another one lined up	75	4.57	.574
I feel that I have too few options to consider leaving this organization	75	3.77	1.073

One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	75	4.25	.699
It would be too costly for me to leave my organization now	75	4.11	.481
Average mean and standard deviation		4.16	.660
Normative commitment			
I do not believe that I must always be loyal to this organization	75	4.13	.577
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	75	4.39	.517
I was taught to believe in the value of remaining loyal to one organization	75	4.01	.726
Things were better in the days when people stayed with one organization for most of their careers	75	3.89	1.008
Average mean and standard deviation		4.11	.707
Overall average mean and standard deviation		4.18	0.674

Source: *Survey Data (2024)*

Table 4.6 shows results where the majority agreed to statements like feeling glad to work for this organization all their lives, with an average score of 4.33 with a small difference in scores of 0.475. Also, they treat problems of the organization as their own and gave that an average score of 4.25 with a small difference in scores of 0.824. They like telling others about the organization because they are not a part of it. The mean of 4.31 and small variation in scores. They would be very happy to spend the rest of their career working for this organization. The mean of 4.33 and small variation in scores being 0.664. They feel part of this organization emotionally. The mean of 4.25 and small variation in scores being 0.699. The overall mean of 4.29 means that most the respondents in this organization are committed to it. The scores were consistent with a small deviation of 0.655, indicating that the people have consistent views concerning their commitment to this organization. This was supported by a key informant who stated that:

"When you talk to our staff, most of them say they are happy working with this organization. And in fact, we have witnessed a number of employees who retire from this organization, an indication that they are attached to the organization."

In terms of commitment to their job, the people surveyed agreed with these statements: It would be really difficult for me to quit my job right now, even if I wanted to (scored 4.13 out of 5); I'm worried about what might happen if I quit without having a new job lined up (scored 4.57 out of 5); I don't feel like I have many choices besides staying at this job (scored 3.77 out of 5); one of the main drawbacks of leaving this job is that there aren't many other jobs available

(scored 4.25 out of 5); and it would be too expensive for me to quit my job right now (scored 4.11 out of 5). The average score of 4.16 shows that, on average, the people surveyed are committed to their job and find it hard to consider leaving due to a lack of options. The low standard deviation of 0.666 shows that the responses are very little dispersed, meaning responses given were quite consistent and there was not much variation in the opinion of the respondents with respect to continuance form of commitment of employees towards the organization. This finding was extended by an interviewee, who said that:

“Our employees are committed to this organization, because a few staff I have interacted with seem to not be willing to leave this organization for some reasons, such as finding it hard to get placements somewhere else.”

As for normative commitment, more of the respondents agreed to the statements that: I think it's important to always be loyal to this company (average score 4.13 with a little bit of variation). One big reason I stay is because I believe being loyal is important and feel like I should stay (average score 4.39 with a little bit of variation). I was taught that it's good to stay loyal (average score 4.01 with a little bit of variation) and people used to stay at one job for a long time (average score 3.89 with some variation). Overall, it seems like most people strongly agree that it's important to be loyal to the company (average score 4.11 with not much variation). There wasn't a lot of variety in people's opinions about this.

The overall mean score averaged 4.18, indicating that employees were on average committed to Century Bottling Company Limited based on the three types of emotional, ethical, and ongoing loyalty. An average standard deviation of 0.674 indicates that responses are consistent with minimal variation in respondent opinion on employee commitment in Century Bottling Company Limited.

4.4 Conclusion

In chapter four, the study's findings, analysis, interpretation, and discussion have been examined and presented. This section covers the response rate, demographic features of the participants, and the display of results in descriptive statistics based on the research objectives. The upcoming chapter delivers a concise overview of the outcomes of the study, draws

conclusions from the findings, and provides recommendations.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter, we discuss the main results of the study, make conclusions and recommendations based on the study goals, and propose topics for future research.

5.1 Summary of Findings

It was also to show the impact of workplace safety practices on employee commitment in Uganda's manufacturing industry context, drawing a case study from Century Bottling Company Limited. It is informed by three objectives: to find out workplace safety and health practices at Century Bottling Company, to examine causes of workplace hazards at Century Bottling Company Limited, and to examine the nature of employee commitment at Century Bottling Company Limited. Some of the practices for workplace safety and health at Century Bottling Company Limited, as identified in the research study, include safety rules and procedures, safety training, and management support. Occupational hazards identified to be common at workplaces were from malfunctioned machinery, chemical spills, and a section of the staff failing to adhere to safety precaution measures. The findings also reveal that the employees were attached to the organization concerning the affective, continuance, and normative commitment.

5.2 Conclusions

From the goals and results of the research, the following inferences were drawn:

5.2.1 Nature of workplace safety and health practices.

Some of the important occupational health and safety practices established by the study and adopted at Century Bottling Company Limited included rules and procedures concerning safety, safety training provided to employees, and management support for safety of employees.

5.2.2 Causes of workplace hazards at Century Bottling Company

The study concluded that At Century Bottling Company Limited, it was found that occupational hazards in the workplace are caused by mechanical malfunctions, chemical spills, and employee non-compliance with safety protocols, according to the study's findings.

5.2.3 Nature of employee commitment at Century bottling Company Limited

The employees were committed to Century Bottling Company Limited based on organization forms of commitment in an effective way of commitment, continuance, and normative way. Workplace safety practices influence employee commitment at Century Bottling Company Limited.

5.3 Recommendations

Based on the results and final thoughts, the following suggestions were given:

The management of Century Bottling Company should equally invest in thorough training programs in safety for all employees. An improved safety culture necessitates appropriate and efficient safety training programs. Safety training programs should be engaging, informative, and specific to the particular needs an organization faces.

The study recommended that the management of Century Bottling Company Limited should continually review and update their safety rules and procedures in order to keep their effectiveness relevant in the ever-changing workplace.

There is a need for Century Bottling Company Limited to ensure strict monitoring so that compliance by employees in terms of safety rules and procedures can be achieved, and action should be taken when appropriate. This would be through regular inspections, incident reports, and addressing all non-compliances with proper disciplinary actions.

5.4 Area for further study

This present research study highly recommends further studies on other practices that may not have been discussed in this research study on workplace safety and health, such as employee involvement in the practice of employee commitment within an organization.

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APPENDICES

Appendix i: Questionnaire for staff

Dear respondent

I am Asadhawaire Aminsi a student of Uganda Christian University pursuing a bachelor's degree of Business Administration. As a partial fulfillment of the requirement for the award of this degree, I am conducting a study titled: **“Workplace Safety and Health Practices and Employee Commitment in Uganda Manufacturing Industry: A Case Study of Century Bottling Company Limited.”** You have been selected to participate in this study; your views will be treated with uttermost confidentiality and will only be used for academic purposes.

Thank you in advance for your cooperation

PART 1: Respondent's Bio Data

1. Gender

- 1. Male
- 2. Female

2. Education Level

- 1. Lower secondary education
- 2. A – level Certificate
- 3. Vocational education
- 4. Diploma
- 5. Bachelor's Degree
- 6. Master's Degree
- 7. Other Qualifications

3. 4. Time spend working at Century Bottling Company Limited

- 1. Less than 1 year
- 2. 1- 5Years
- 3. 6- 10 years
- 4. 11-15years
- 5. Above 15 years

PART II: Workplace safety and health practices

Use of likert scale: 5 – Strongly Agree (SA), 4 – Agree (A), 3 – Not Sure (NS), 2 – Disagree (D) and 1 – Strongly Disagree (SD), to show your level of agreement or disagreement to the statements provided to you, by ticking the best option for you.

No.	Scale	SA	A	NS	D	SD
Workplace Safety and Health Practices						
a)	Safety Rules and procedures					
1	Century Bottling Company has well developed and written safety rules and procedures in place					
2	Injuries and incidents are thoroughly investigated and the recommendations implemented					
3	Employees who get injuries are removed from site and given required treatment					
4	Employees must wear personal protective equipment as a safety measure					
5	Emergency treatment is available in case of accident in my organization					
b)	Safety Training					
1	I have received extensive training regarding health hazards that occur in this organization					
2	I have been trained in giving first aid to casualties in the organization					
3	Old employees provide instruction and training to new employees					
4	I well understood the health and safety measures which helps me to do the job well and safely					
c)	Management Support					
1	Management provides employees with preventative and protective measures to control physical and psychological hazards					
2	Management often carries out risk assessments to identify possible hazards that may affect the health of workers.					
3	Line managers ensure that safety rules and procedures are strictly followed by all employees					
4	Management responds to reports of health and safety incidents and ensure timely and appropriate response					
Cause of workplace hazards						
1	There are no clear safety rules and procedures in this organisation					
2	There are no regular training on occupational safety and health in this organisation					
3	I am not provided with protective gears when working in risky areas					
4	There are no adequate safety signs with in the workplace					

5	Occupational health and safety information is not adequately provided to all workers.					
6	There is inadequate management commitment to promoting safe working environment					
7	There is failure by some staff to follow the safety precautions					
8	I sometimes do not take reasonable care for my own safety and that of others at work					
9	There are often machinery malfunctions that affect the health of staff					
10	There are often reported case of chemical spills that cause acute and chronic health problems.					

SECTION C: Employee Commitment

The following are items intended to establish the nature of Employee commitment at Century Bottling Company Limited. Please tick where appropriate. (✓). Use the scale: 5 – Strongly Agree (SA), 4 – Agree (A), 3 – Not Sure (NS), 2 – Disagree (D) and 1 – Strongly Disagree (SD).

	Statement	SA	A	NS	D	SD
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 enjoy discussing my organization with people outside it					
EC4	I would be very happy to spend the rest of my career with this organization					
EC5	I feel emotionally attached to this organization					
Continuance Commitment						
EC6	It would be very hard for me to leave my organization right now, even if I wanted to					
EC7	I am afraid of what might happen if I quit my job without having another one lined up					
EC8	I feel that I have too few options to consider leaving this organization					
EC9	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives					
EC10	It wouldn't be too costly for me to leave my organization now					
Normative Commitment						

EC1 1	I do not believe that I must always be loyal to this organization					
EC1 2	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain					
EC1 3	I was taught to believe in the value of remaining loyal to one organization					
EC1 4	Things were better in the days when people stayed with one organization for most of their careers					

Source: *Researcher 2024*

END

Thank You for Your Participation

Appendix ii: Introductory letter



SCHOOL OF BUSINESS

10th july, 2024

TO WHOM IT MAY CONCERN

Name: ASADHAWAIRE AMINSI

Reg. No J22B05/130

A bachelor's student who is seeking permission from your office to collect data for his dissertation titled

Workplace Safety and Health Practices and Employee Commitment in the Uganda Manufacturing Industry .A case study of Century Bottling Company.

We shall be grateful if you could render assistance to him in collecting the necessary data for his dissertation

The Uganda Christian University School of Business thanks you in advance

Mukisa Simon Peter
Research coordinator



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