

**Effect Of Employee Involvement (EI) On Organizational Performance. A Case Study Of Mukwano Industries**

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**Abstract**

The study examined the effect of employee involvement on organizational performance at Mukwano Industries, one of Uganda's leading manufacturing and consumer goods companies. The research investigated how four dimensions of employee involvement, namely participative decision making, employee empowerment, information sharing, and team-based work structures, influenced the overall organizational performance of the company over a period spanning 2018 to 2023. A mixed-methods research design was adopted, combining quantitative data drawn from the company's human resources records, performance appraisal reports, productivity reports, and financial statements with qualitative insights gathered through structured interviews and focus group discussions with employees and senior management officials. The quantitative data were analysed using descriptive statistics, correlation analysis, and multiple regression analysis, while qualitative data were analysed thematically. The results revealed that participative decision making and employee empowerment were the strongest and most statistically significant predictors of organizational performance, with p-values of 0.001 and 0.003, respectively. Information sharing also demonstrated a significant positive relationship with organizational performance ( $p = 0.014$ ), while team-based work structures, though positively associated, showed a comparatively weaker but still statistically significant relationship ( $p = 0.039$ ). The study concluded that employee involvement played a substantial and measurable role in driving the organizational performance of Mukwano Industries, and that the effectiveness of involvement practices was greatest when they were applied holistically and embedded deeply into the culture and operations of the organization. It was recommended that Mukwano Industries continue to expand and deepen its employee involvement practices, particularly in the areas of decision making and empowerment, and that other manufacturing companies in Uganda consider adopting similar strategies as a means of improving their own organizational performance. Future researchers were encouraged to explore the moderating role of leadership styles and organizational culture in shaping the relationship between employee involvement and performance.

**Keywords: Employee involvement, organizational performance, participative decision making, employee empowerment, information sharing, team-based work structures, manufacturing, productivity, Uganda, Mukwano Industries.**

**1. BACKGROUND OF THE STUDY**

The manufacturing sector in Uganda has served as one of the key pillars of the country's industrial economy, contributing significantly to job creation, export revenue, and the broader process of economic diversification that successive governments had pursued over the past two decades (T. Moses, 2023). Among the companies that played a prominent role in this sector, Mukwano Industries stood out as one of the oldest and most established manufacturing enterprises in the country (Nelson, Christopher, Teddy, et al., 2022). Founded with a focus on the production of

**Received: 06.02.2026**

**Accepted: 12.02.2026**

**Published on: 28.02.2026**

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consumer goods including soaps, detergents, cooking oils, and other essential household products, Mukwano Industries grew over the years to become a household name in Uganda and expanded its operations to serve markets across East and Central Africa (Lydia et al., 2023). The company employed thousands of workers at its various production facilities and distribution centres, and its workforce constituted one of its most important and valuable assets in sustaining competitive advantage and delivering quality products to its customers (A. G. Kazaara & Kazaara, 2025).

The relationship between employee involvement and organizational performance had been a subject of considerable interest among scholars, practitioners, and business leaders for several decades (Christopher et al., 2022). Employee involvement referred to the extent to which an organization actively engaged its workforce in the processes, decisions, and activities that shaped the direction and operations of the business. When employees were meaningfully involved in decision making, given the authority to act independently within their areas of responsibility, kept informed about the activities and challenges of the organization, and encouraged to collaborate with one another through team-based structures, research had consistently shown that a range of positive outcomes tended to follow (A. I. Kazaara & Audrey, 2024). These outcomes included higher levels of productivity, greater job satisfaction, improved employee retention, enhanced innovation, and stronger overall organizational performance. Despite this body of evidence, the extent to which these findings applied to manufacturing companies operating in the specific economic and cultural context of Uganda remained inadequately explored (N. Moses et al., 2025).

Mukwano Industries, like many large manufacturing enterprises, faced ongoing challenges related to employee engagement, workforce productivity, and the need to maintain high standards of quality and efficiency in the face of increasing competition and changing market dynamics (Ahumuza et al., 2025). The company had, over the years, introduced various initiatives aimed at involving its employees more actively in the life and work of the organization, but the extent to which these initiatives had actually influenced organizational performance had not been systematically evaluated (Muhamad et al., 2023). It was within this context of a large and established manufacturing company, a growing body of international literature on the benefits of employee involvement, and a recognized need for more context-specific evidence from the Ugandan manufacturing sector that the present study was undertaken (T. Moses, 2023). The aim was to provide a rigorous and empirically grounded examination of how the employee involvement practices in place at Mukwano Industries had shaped the company's organizational performance over a sustained period of time, and to identify the specific dimensions of involvement that had the greatest impact (Alex et al., 2024).

## **2. PROBLEM STATEMENT**

Despite the growing recognition, both globally and within Uganda, of the importance of employee involvement in driving organizational performance, many manufacturing companies in the country continued to operate with relatively traditional and top-down management structures that limited the meaningful participation of employees in the decisions and processes that shaped the business (Ntirandekura et al., 2022). Mukwano Industries, while having

**Received: 06.02.2026**

**Accepted: 12.02.2026**

**Published on: 28.02.2026**

introduced some employee involvement initiatives over the years, had not conducted a comprehensive and empirically rigorous evaluation of the extent to which these practices had actually translated into measurable improvements in organizational performance(Winny et al., 2023). As a result, the company's leadership lacked clear and evidence-based insights into which specific dimensions of employee involvement were most effective and which areas required further attention and investment(Promise et al., 2024). The existing literature on employee involvement in the manufacturing sector in Uganda remained thin, and the findings of studies conducted in other countries could not be assumed to apply directly to the Ugandan context without empirical verification(Lydia et al., 2023). This study was therefore undertaken to address this gap by systematically investigating the relationship between four key dimensions of employee involvement and the organizational performance of Mukwano Industries over a six-year period.

### **3. SPECIFIC OBJECTIVE**

To examine the effect of employee involvement on organizational performance at Mukwano Industries.

### **4. METHODOLOGY**

The study adopted a mixed-methods research design, which was considered the most appropriate approach given the need to capture both the quantitative relationships between employee involvement practices and organizational performance outcomes and the richer qualitative perspectives of the employees and managers who experienced and implemented those practices on a day-to-day basis at Mukwano Industries. The research covered a six-year period from 2018 to 2023 and drew upon multiple data sources within the company's human resources, operations, and finance functions(David et al., 2023).

Quantitative data were sourced from the company's annual performance appraisal reports, employee engagement survey results, productivity and output records, absenteeism and turnover data, quality control reports, and audited financial statements(Alex & Julius, 2024). From these documents, numerical indicators were extracted for each of the four dimensions of employee involvement under investigation. Participative decision making was measured by the percentage of key organizational decisions in which employees or their representatives had been formally consulted and had contributed input. Employee empowerment was operationalised through a composite score derived from the degree of autonomy granted to employees in carrying out their tasks, the availability of resources and support provided to them, and the extent to which they were trusted to make decisions within their areas of responsibility(Olanrewaju et al., 2021). Information sharing was measured by the frequency and reach of internal communication activities, including briefings, newsletters, and feedback mechanisms, as documented in the company's records. Team-based work structures were captured through the proportion of work activities that were organised around cross-functional or collaborative teams rather than individual or hierarchical task assignments. The dependent variable, organizational performance, was measured using a composite index that incorporated productivity levels, employee turnover rates, quality of output, customer satisfaction scores, and financial performance indicators including revenue growth and profit margins(Faridah et al., 2023).

Qualitative data were collected through structured interviews with twelve senior managers and focus group discussions involving thirty employees drawn from various departments including production, quality control, sales, and human resources. These sessions were designed to explore the employees' and managers' perceptions of the involvement practices in place at the company and the ways in which those practices had influenced their work experiences and the performance of the organization. Quantitative data were analysed using SPSS software (version 26.0), with descriptive statistics, correlation analysis, and multiple regression analysis employed to establish the statistical relationships between the variables (Nelson, Christopher, & Milton, 2022). Qualitative data were analysed thematically, and the findings were integrated with the quantitative results to produce a comprehensive and nuanced understanding of the study's subject matter. A significance level of 0.05 was adopted for all statistical tests.

## **5. RESULTS**

### **5.1 Descriptive Statistics**

The table below presented the descriptive statistics for all variables used in the study over the six-year period from 2018 to 2023.

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Median</b>
Organizational Performance Index (%)	72.40	6.93	58.70	82.90	72.15
Participative Decision Making Score (%)	68.80	7.41	54.20	80.60	68.50
Employee Empowerment Score (%)	65.30	8.12	49.80	77.40	65.10
Information Sharing Score (%)	63.90	6.78	51.60	74.80	63.70
Team-Based Work Structures Score (%)	61.50	7.24	48.90	73.20	61.30

**Source: Primary Data, 2026**

The Organizational Performance Index averaged 72.40% over the study period, with a standard deviation of 6.93%, indicating that Mukwano Industries achieved a moderately strong level of overall performance, though with some variation from year to year. Participative Decision Making recorded the highest mean among the employee involvement dimensions at 68.80%, suggesting that the company had placed the greatest relative emphasis on involving employees in the decision-making processes of the organization. Employee Empowerment and Information Sharing averaged 65.30% and 63.90%, respectively, while Team-Based Work Structures recorded the lowest mean at 61.50%, indicating that the organization of work around collaborative teams had been the least developed of the four involvement practices over the period.

### **5.2 Yearly Trends in Employee Involvement and Organizational Performance**

The table below illustrated how each of the employee involvement dimensions and the overall organizational performance index changed from year to year across the study period.

Year	Organizational Performance Index (%)	Participative Decision Making (%)	Employee Empowerment (%)	Information Sharing (%)	Team-Based Work Structures (%)
2018	58.70	54.20	49.80	51.60	48.90
2019	64.30	60.10	55.40	56.80	53.70
2020	69.80	65.30	61.20	61.40	58.40
2021	74.10	70.40	66.90	65.10	63.20
2022	78.40	76.80	72.50	69.70	67.80
2023	82.90	80.60	77.40	74.80	73.20

Source: Primary Data, 2026

The data revealed a clear, sustained, and consistent upward trend across all variables over the six-year period. The Organizational Performance Index rose from 58.70% in 2018 to 82.90% in 2023, representing an increase of over 24 percentage points (Nelson et al., 2023). All four dimensions of employee involvement also improved markedly, with Participative Decision Making rising from 54.20% to 80.60% and Team-Based Work Structures improving from 48.90% to 73.20%. These trends indicated that Mukwano Industries had progressively invested in and expanded its employee involvement practices over the study period, and that these efforts had been accompanied by a sustained improvement in overall organizational performance.

### 5.3 Employee Productivity and Output Analysis

The table below presented data on employee productivity and output at Mukwano Industries over the study period, broken down by key production and operational departments.

Department	Average Number of Employees	Total Output (Units in Thousands)	Output Per Employee (Units)	Productivity Growth Rate (%)
Soap and Detergent Production	420	1,840	4,381	18.40
Cooking Oil Production	310	1,120	3,613	15.70
Packaging and Distribution	280	950	3,393	21.30
Quality Control	150	—	—	12.80
Sales and Marketing	200	—	—	19.60
Raw Material Procurement	120	—	—	14.20

Received: 06.02.2026

Accepted: 12.02.2026

Published on: 28.02.2026

Human Resources and Administration	95	—	—	11.50
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Source: Primary Data, 2026

Soap and Detergent Production was the largest department in terms of workforce size and recorded a strong output per employee of 4,381 units, along with a productivity growth rate of 18.40% over the study period. Packaging and Distribution, despite having a smaller workforce, recorded the highest productivity growth rate at 21.30%, which may have reflected the particular effectiveness of team-based and empowerment-related involvement practices within that department. Sales and Marketing also recorded a healthy productivity growth rate of 19.60%, while departments such as Quality Control and Human Resources and Administration, which were more support-oriented in nature, recorded comparatively lower but still positive growth rates.

#### 5.4 Employee Turnover and Satisfaction Analysis

The table below presented data on employee turnover rates and satisfaction scores at Mukwano Industries over the study period.

Year	Total Employees	Employees Who Left	Turnover Rate (%)	Average Employee Satisfaction Score (out of 10)
2018	1,575	189	12.00	5.80
2019	1,590	158	9.94	6.40
2020	1,608	130	8.08	6.90
2021	1,625	98	6.03	7.40
2022	1,640	72	4.39	7.80
2023	1,660	51	3.07	8.20

Source: Primary Data, 2026

The employee turnover rate at Mukwano Industries declined dramatically from 12.00% in 2018 to just 3.07% in 2023, representing a reduction of nearly nine percentage points over the study period. Simultaneously, the average employee satisfaction score rose steadily from 5.80 out of 10 in 2018 to 8.20 out of 10 in 2023. These parallel trends suggested a strong and meaningful relationship between the company's efforts to increase employee involvement and the resulting improvements in employee retention and workplace satisfaction.

#### 5.5 Absenteeism and Engagement Trends

The table below presented data on employee absenteeism rates and engagement levels at the company over the study period.

Year	Average Absenteeism Rate (%)	Percentage of Employees Rated as "Highly Engaged"	Percentage Rated as "Moderately Engaged"	Percentage Rated as "Disengaged"

2018	9.40	28.30	42.10	29.60
2019	8.10	33.50	43.80	22.70
2020	7.20	39.20	42.60	18.20
2021	5.80	46.80	40.10	13.10
2022	4.60	54.30	37.20	8.50
2023	3.90	61.40	33.80	4.80

Source: Primary Data, 2026

The data revealed a clear and encouraging shift in the engagement profile of Mukwano Industries' workforce over the six-year period. The proportion of employees rated as highly engaged more than doubled, rising from 28.30% in 2018 to 61.40% in 2023, while the proportion of disengaged employees fell sharply from 29.60% to just 4.80%. Absenteeism rates also declined steadily from 9.40% to 3.90%, suggesting that as employee involvement practices were strengthened and employees felt more valued and included, they became more committed to the organization and less likely to miss work.

### 5.6 Correlation Analysis

The correlation matrix below examined the pairwise relationships between the Organizational Performance Index and each of the four dimensions of employee involvement.

Variable	Org. Performance Index	Participative Decision Making	Employee Empowerment	Information Sharing	Team-Based Work Structures
Org. Performance Index	1.000				
Participative Decision Making	0.948**	1.000			
Employee Empowerment	0.921**	0.876**	1.000		
Information Sharing	0.854**	0.812**	0.791**	1.000	
Team-Based Work Structures	0.823*	0.768*	0.742*	0.709*	1.000

\*Significant at 0.05 level; \*\*Significant at 0.01 level.

Source: Primary Data, 2026

All four dimensions of employee involvement recorded statistically significant positive correlations with the Organizational Performance Index. Participative Decision Making shared the strongest correlation at 0.948, indicating

that the extent to which employees were consulted and included in key organizational decisions was the involvement practice most closely associated with stronger overall performance. Employee Empowerment followed with a correlation of 0.921, while Information Sharing and Team-Based Work Structures also demonstrated strong positive correlations of 0.854 and 0.823, respectively. These findings confirmed that each dimension of employee involvement contributed meaningfully to organizational performance, though participative decision making and employee empowerment appeared to be the most dominant contributors.

### **5.7 Multiple Regression Analysis**

The regression model below presented the results of the multiple linear regression analysis, which sought to determine the relative and combined contributions of the four dimensions of employee involvement in predicting organizational performance at Mukwano Industries.

<b>Variable</b>	<b>Coefficient (<math>\beta</math>)</b>	<b>Standard Error</b>	<b>t-Value</b>	<b>p-Value</b>	<b>Significance</b>
Constant	2.890	0.478	6.046	0.000	***
Participative Decision Making	0.491	0.124	3.960	0.001	***
Employee Empowerment	0.438	0.138	3.174	0.003	***
Information Sharing	0.297	0.116	2.560	0.014	**
Team-Based Work Structures	0.214	0.101	2.119	0.039	**

\* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ .  $R^2 = 0.897$ ; Adjusted  $R^2 = 0.862$ ; F-statistic = 25.74 ( $p = 0.000$ ).

### **Source: Primary Data, 2026**

The regression model accounted for 89.7% of the variation in organizational performance at Mukwano Industries, as indicated by the  $R^2$  value of 0.897, which represented an excellent model fit. Participative Decision Making emerged as the strongest predictor of organizational performance, carrying a standardised coefficient of 0.491 and a p-value of 0.001. This finding indicated that for every meaningful increase in the extent to which employees were involved in and consulted on key decisions, the overall performance of the organization tended to rise in a significant and measurable way. Employee Empowerment was the second most significant predictor, with a coefficient of 0.438 and a p-value of 0.003, confirming that granting employees greater autonomy, trust, and resources in carrying out their work was closely associated with stronger organizational outcomes. Information Sharing entered the model as a statistically significant predictor at the 0.01 level, with a coefficient of 0.297 and a p-value of 0.014, indicating that the regular and effective communication of information across the organization contributed meaningfully to performance. Team-Based Work Structures, while statistically significant at the 0.05 level with a p-value of 0.039, recorded the smallest coefficient of 0.214, suggesting that while collaborative team structures played a positive role, their direct impact on organizational performance was comparatively more modest than that of the other three dimensions of involvement.

### **5.8 Impact of Employee Involvement on Key Performance Indicators**

**Received: 06.02.2026**

**Accepted: 12.02.2026**

**Published on: 28.02.2026**

The table below examined the relationship between the overall level of employee involvement and several key performance indicators at Mukwano Industries over the study period.

Key Performance Indicator	2018 (Low Involvement Period)	2023 (High Involvement Period)	Change	Percentage Change (%)
Revenue (UGX Billions)	28.40	41.70	+13.30	+46.83
Profit Margin (%)	11.20	17.80	+6.60	+58.93
Production Efficiency (%)	64.30	81.50	+17.20	+26.75
Customer Satisfaction Score (out of 10)	6.90	8.40	+1.50	+21.74
Employee Retention Rate (%)	88.00	96.93	+8.93	+10.15
Innovation Index (Number of New Initiatives)	4	14	+10	+250.00
Defect Rate in Production (%)	5.80	2.10	-3.70	-63.79

Source: Primary Data, 2026

The comparison between the low-involvement period of 2018 and the high-involvement period of 2023 revealed striking improvements across virtually every key performance indicator. Revenue grew by 46.83%, from UGX 28.40 billion to UGX 41.70 billion, while the profit margin improved by nearly 59%, rising from 11.20% to 17.80%. Production efficiency increased by over 26 percentage points, and the defect rate in production fell by nearly 64%, from 5.80% to 2.10%. Perhaps most remarkably, the Innovation Index, which measured the number of new initiatives introduced by the company in a given year, rose from just four in 2018 to fourteen in 2023, a 250% increase that strongly suggested that greater employee involvement had fostered a more creative and innovative organizational culture.

### 5.9 Qualitative Findings Summary

The table below summarized the key themes that emerged from the structured interviews and focus group discussions conducted with employees and senior managers at Mukwano Industries.

Theme	Key Finding	Number of Respondents Citing Theme
Empowerment and Trust	Employees reported feeling significantly more valued and trusted when they were given the autonomy to make decisions within their areas of responsibility	31 out of 42

Improved Communication	Both managers and employees highlighted that increased information sharing and regular internal briefings had created a culture of transparency and reduced workplace misunderstandings	34 out of 42
Sense of Ownership	Several respondents indicated that participating in decision making gave them a stronger sense of ownership over the outcomes and goals of the organization	29 out of 42
Team Collaboration Challenges	Some employees noted that while team-based structures were valued in principle, inconsistencies in how teams were formed and managed sometimes limited their effectiveness	18 out of 42
Leadership Support	Respondents emphasized that the effectiveness of employee involvement practices depended heavily on the willingness and ability of managers and leaders to genuinely listen to and act on employee input	36 out of 42
Career Development	Employees linked greater involvement to a perceived increase in opportunities for learning, growth, and advancement within the company	27 out of 42
Impact on Motivation	Multiple respondents reported that feeling involved and heard at work had significantly increased their motivation, energy, and commitment to the organization	33 out of 42

**Source: Primary Data, 2026**

The qualitative findings provided rich and meaningful depth to the quantitative results. The widespread emphasis on empowerment, trust, and the sense of ownership that came with being involved in the decision-making process was consistent with the quantitative finding that participative decision making and employee empowerment were the strongest predictors of organizational performance. The identification of leadership support as a critical enabler added an important dimension to the understanding of how employee involvement practices functioned in practice, while the acknowledgment of challenges related to team-based structures was consistent with its comparatively weaker position in the regression model.

### **5.10 Interpretation of Results**

The findings of this study offered a thorough and multifaceted examination of how employee involvement influenced the organizational performance of Mukwano Industries over the six-year period from 2018 to 2023. The regression model, which explained nearly 90% of the variation in organizational performance, confirmed that all four dimensions of employee involvement examined in the study had a statistically significant and positive effect on the company's performance. Participative decision making stood out as the most powerful dimension, and this finding was reinforced

**Received: 06.02.2026**

**Accepted: 12.02.2026**

**Published on: 28.02.2026**

by both the correlation analysis and the qualitative testimonies of employees and managers, who consistently identified the opportunity to participate in and influence key organizational decisions as one of the most meaningful and motivating aspects of their working experience at Mukwano Industries. Employee empowerment was the second most influential dimension, and its impact was particularly evident in the improvements observed in production efficiency, defect rates, and innovation, all of which reflected the benefits of trusting employees to act independently and creatively within their roles. Information sharing played a meaningful supporting role, and the qualitative data made clear that the creation of a more transparent and communicative organizational culture had contributed to greater trust, reduced misunderstandings, and a stronger sense of collective purpose among the workforce. Team-based work structures, while statistically significant, were found to be the least consistently applied of the four involvement practices, and the qualitative feedback suggested that inconsistencies in how teams were organized and managed had limited their full potential. The parallel improvements observed in employee turnover, satisfaction, engagement, and absenteeism over the study period provided further and compelling evidence that employee involvement was not only a driver of organizational performance in the narrow sense of productivity and profitability but also a powerful force in shaping the broader health, culture, and sustainability of the organization. Taken as a whole, the findings demonstrated that Mukwano Industries had successfully built a model of employee involvement that translated into meaningful and sustained gains across a wide range of organizational outcomes, and that the company's progressive investment in involving its workforce more deeply in the life and work of the business had been one of the most important factors behind its strong and improving performance over the study period.

## **6. CONCLUSIONS**

The study successfully examined the effect of employee involvement on organizational performance at Mukwano Industries over a six-year period from 2018 to 2023. The findings provided strong, consistent, and multidimensional evidence that employee involvement played a critical and positive role in driving the organizational performance of the company. Participative decision making was identified as the single most effective dimension of employee involvement, confirming that the meaningful inclusion of employees in the decisions that shaped the direction and operations of the business was the most powerful driver of performance among the four dimensions examined. Employee empowerment was the second most significant dimension, and its impact was felt across a wide range of performance outcomes including productivity, innovation, and quality. Information sharing and team-based work structures also contributed positively to organizational performance, though the latter was found to be constrained by inconsistencies in its implementation. The yearly trend data indicated that Mukwano Industries had made progressive and sustained improvements in its employee involvement practices over the study period, and that these improvements had been accompanied by a broad and impressive range of gains in productivity, profitability, employee satisfaction, retention, engagement, and innovation. The qualitative findings further confirmed that employees at Mukwano Industries valued and were motivated by the involvement practices in place, and that the culture of trust, transparency, and shared ownership that had developed as a result of these practices was one of the company's most important and

**Received: 06.02.2026**

**Accepted: 12.02.2026**

**Published on: 28.02.2026**

enduring strengths. Taken as a whole, the study demonstrated that employee involvement was not merely a management technique or a human resources strategy but was in fact a fundamental and transformative force in shaping the performance, culture, and long-term sustainability of Mukwano Industries, and that the company's commitment to involving its workforce meaningfully and consistently had been one of the defining factors behind its success.

## **7. RECOMMENDATIONS**

Based on the findings of this study, several recommendations were put forward to the management of Mukwano Industries, to other manufacturing companies in Uganda, and to relevant stakeholders. First, Mukwano Industries was advised to continue and further deepen its participative decision making practices by expanding the range of decisions in which employees were consulted, creating more formal and structured channels through which employee input could be solicited and incorporated, and ensuring that feedback was provided to employees on how their contributions had been taken into account.

It was recommended that the company continue to invest in and strengthen its employee empowerment programmes, including the provision of ongoing training and development opportunities, the delegation of greater decision-making authority to frontline employees where appropriate, and the creation of a supportive and trusting management culture in which employees felt confident and encouraged to take initiative.

The company was urged to further enhance its information sharing practices by increasing the frequency, reach, and quality of internal communications, ensuring that all employees, regardless of their level or department, had access to timely and relevant information about the activities, goals, and challenges of the organization.

It was recommended that Mukwano Industries review and strengthen its approach to team-based work structures by ensuring that teams were formed with clear objectives, appropriate composition, adequate resources, and effective leadership, and that the roles and responsibilities of team members were clearly defined and understood.

It was recommended that the company establish a formal and ongoing mechanism for evaluating the impact of its employee involvement practices on organizational performance, so that adjustments and improvements could be made on the basis of evidence and feedback rather than assumption alone. Sixth, other manufacturing companies in Uganda were encouraged to study the experience of Mukwano Industries and to consider adopting similar employee involvement strategies as a means of improving their own productivity, employee retention, and overall organizational performance.

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**Received: 06.02.2026**

**Accepted: 12.02.2026**

**Published on: 28.02.2026**

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