

Working Condition And Employee Productivity In Coca Cola Beverages Uganda: A Case Study Of Coca Cola Beverages Uganda, Mbarara Branch.

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Abstract

The aim of this project is to research the working conditions and employee productivity in Coca Cola Beverage Company. The research would further explore whether working conditions can have a substantial effect on the employee productivity gain customer loyalty, and strengthen Customer relationships. This concept has not been previously researched and the only related study i find was the correlation between working conditions and employee productivity, which indicates that working conditions have a positive effect on employee productivity. The research used a qualitative research approach in which Coca Cola Beverage Company was interviewed using a semi-structured interview as the primary data collection method. The research also used secondary data collected through peer-reviewed articles, journals, and websites. The study concludes that Coca Cola Beverage Company is recognized as a creative and efficient way of obtaining, sustaining, and establishing customer relationships. It also suggests that Coca Cola Beverage Company can develop substantially through working conditions by building trust and building customer awareness. However, most of the Beverage Companies hesitate to implement working conditions at the beginning of the Company establishment. My findings will assist other Coca Cola Beverage Companies to consider working condition strategies for the employee productivity welfare. Recommendations for further studies are a related but perhaps more detailed study in Coca Cola Beverage Company, together with a study in areas other than Coca Cola Beverage Company. Keywords: Working conditions and Employee productivity.

Keywords: Working Condition, Employee Productivity and Coca Cola Beverages

Background to the Study

Coca Cola Beverages Uganda is the largest beverage bottling and distribution company in the country and has been operating in Uganda for over 60 years. The company primarily bottles, markets and distributes a wide range of branded beverages from the Coca Cola product portfolio including Coca Cola, Fanta, Sprite and other related beverage brands (Ramadhan et al., 2023). While Coca Cola Beverages Uganda has its headquarters in the capital Kampala, it also has operational branches spread across major urban centers to effectively cater to customers in various

regions. One such important branch that forms an integral part of the company's bottling and distribution network is the Mbarara branch located in Mbarara Municipality in South Western Uganda. The Mbarara Branch was established in 1990 primarily to manage production and supply chain activities for the districts of Western Uganda. Over the past three decades, the branch has grown significantly and now employs more than 150 production, logistics and administrative staff in its sprawling premises, which house modern bottling lines, extensive storage facilities and an

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extensive fleet of vehicles (Christopher, Komunda, et al., 2022) .

Through its operations, the Mbarara branch serves a customer base of over half a million people living in Mbarara City as well as surrounding towns and rural areas by ensuring the availability of the company's beverage products (Faridah et al., 2023). However, with increasing demand and changing market dynamics, the branch began to face certain challenges related to the work environment and productivity levels of employees, which need to be quickly addressed in order for the business to continue to be successful. Some of the key issues relate to factors such as high workplace stress, insufficient training and development opportunities, lack of work-life balance, occupational health hazards and inadequate social facilities (Emmanuel et al., 2023).

For example, the factory and warehouse sections of the branch involve strenuous manual labor on production lines and material handling during long shifts that often lead to stress, fatigue, and accidents among employees over time (Winny, Kazaara, et al., 2023). In addition, extensive operational activities require continuous supervision and management across various functional departments, but the lack of qualified supervisory personnel has left existing managers and supervisors overworked. This negatively affected employee motivation and engagement levels in the branch (Winny, Ariyo, et al., 2023).

In addition, there are limited training opportunities for upskilling and career advancement of current employees due to budget constraints despite dynamic market and technological changes that require continuous learning and development (Emmanuel et al., 2023). Many entry-level employees have expressed dissatisfaction with their career growth prospects within the organization. Similarly, restrictive leave policies and long working hours without adequate breaks have seriously disrupted the work-life harmony and personal well-being of employees. The lack of on-site counseling and recreational facilities worsened the situation (Ivan et al., 2023).

In addition, health hazards related to noise and improper ventilation in the factory units caused many workers to suffer persistent health problems such as respiratory problems, headaches and body aches (Ntirandekura et al., 2022). The lack of regular medical check-ups, dust masks and safety equipment made the problem worse. Finally, dormitory-style living spaces and sanitation issues in basic sanitation facilities in staff quarters have recently emerged as serious concerns affecting employee satisfaction and retention. Hence, based on these many factors, there is a valid case for investigating how prevailing working conditions affect the work performance and productivity of employees employed at Coca Cola Beverages Uganda branch in Mbarara (Ntirandekura & Christopher, 2022). According to (Christopher, Muhindo, et al., 2022), Ugandan municipal councils have taken advantage of decentralization reforms by

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outsourcing certain services they were allowed to the private sector in an effort to increase local revenue mobilization and increase efficiency in local service delivery. They noted that local administrative and technical staff are accountable to local councils, not central government departments (Christopher, Moses, et al., 2022). City councils, through the District

Statement of the Problem

The researcher mainly focused on ascertaining the effects of the working condition and the productivity of the employees in the company (Ntirandekura & Christopher, 2022).

Specific objectives

1. To find out the working conditions imposed on to the workers in coca cola beverages Uganda.
2. To assess the employee output at coca cola beverages Uganda.
3. To establish the relationship between working condition and employee productivity in coca cola beverages Uganda.

Methodology

The study adopted a mixed-method research design, including both quantitative and qualitative approaches. This design allows for a comprehensive exploration of the working conditions and employee productivity on achieving organizational objectives in Coca Cola Beverages Uganda. The quantitative component involved a structured questionnaire survey administered to a sample of respondents, providing numerical data for statistical analysis (Olanrewaju et al., 2021). The qualitative component utilized content analysis to examine the working condition techniques, offering in-depth insights into the messaging and strategies employed by company entities in Coca Cola Beverages Uganda (Jallow et al., 2021). The sample size was determined using the Krejcie and Morgan (1970) table for sample size determination in research. Considering the estimated population of 1200, a representative sample was selected to ensure adequate coverage and representation of the study population. Based on the Krejcie and Morgan table below, an estimated sample size of 346 participants were used (Nafiu, 2012).

Krejcie and Morgan table.

Service Commission, appoint city officials to serve as the administrative heads of city councils. Thus, these city officials are responsible for ensuring a conducive work environment as well as monitoring and supervising the performance of city council employees (Faith et al., 2023).

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

A combination of purposive and random sampling techniques was employed. Purposive sampling was used to select key informants within Coca Cola Beverages Uganda, such as employees and local stakeholders. Random sampling was employed for the general population and employees to the company, ensuring a diverse and representative sample. A structured questionnaire was administered to collect quantitative data from respondents (Jallow et al., 2021). The questionnaire was designed to elicit information on demographics, awareness and perception of local frame work and development techniques, and their impact on the productivity of a district in achieving its organizational objectives. Quantitative data was analyzed through the use of descriptive statistics where the

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frequencies and percentages of the responses was established and the results then presented in form of (Olanrewaju & Abiodun, 2021). The primary instrument for data collection was a structured questionnaire. This tool was carefully designed to efficiently gather relevant quantitative data regarding demographics, awareness, and perception of working conditions techniques, and their impact on employee productivity of organizational objectives in Coca Cola Beverages Uganda development goals. The questionnaire served as a reliable means of acquiring information from respondents within the study population. Data was collected, coded, and entered into a secure electronic database like SPSS & STATA (Nelson et al., 2022). Cleaning and validation procedures was conducted to identify and rectify any inconsistencies or errors in the dataset.

RESULTS

Table 1: Descriptive Results for employee productivity

Items	Mean	Std. Deviation
Each employee sets performance targets to be assessed	2.63	1.208
My organization provides feedback after performance evaluation	2.16	1.312
My organization has an assessment to measure employee productivity	2.22	1.244
My organization has a strategic plan	2.17	1.083
GRAND MEANS	2.295	1.21

Source: Primary data, 2019

Table 1 above revealed that the majority of the respondents disagreed that each employee is given the opportunity to set performance targets to be assessed (Mean=2.63, SD=1.208). It was also revealed in the findings that majority of the respondents disagreed that organization provides feedback after performance evaluation with mean=2.16 and SD=1.312. Furthermore, the findings revealed that respondents also disagreed that the organization has an assessment to measure employee productivity (mean =2.22 and SD=1.244) (Winny, Ariyo, et al., 2023). Lastly with regard to whether the organization had a strategic plan, majority of the respondents disagreed (mean=2.17 and SD=1.083). Some administrators at KSL stressed out during the interviews, that the assessment tool was only for management staff yet most practical work is done by the casual workers, operational and technical staff. This posed a risk of an institution having some employees who are mediocre and it would be a cost to the organization (Kazaara

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& Christopher, 2023). One senior official, confirmed that only management staff were assessed, yet most practical work was done by the other category of staff. And that the majority of the employees were not aware of any strategic plan that they were using or basing to set performance targets.

Table 2:Hypotheses Testing

		physical work environment	employee productivity
physical work environment	Pearson Correlation	1	.469**
	Sig. (2-tailed)		.000
	N	346	346
employee productivity	Pearson Correlation	.469**	1
	Sig. (2-tailed)	.000	
	N	346	346
**. Correlation is significant at the 0.01 level (2-tailed).			

Source; Primary Data, 2024

The correlation coefficient (0.469) shows a weak positive relationship between physical work environment and employee productivity. Therefore, since the P-value (0.00) was less than 0.05, we reject the null hypothesis and conclude that there was a significant relationship between physical work environment and employee productivity (Isaac et al., 2023).

Table 3: Model summary between Physical work environment, Psychological working environment, Quality Work life and employee productivity.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603	.452	.431	.64001
a. Predictors: (Constant), Physical work environment, Psychological working environment, Quality Work life and employee productivity				

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.905	.467		2.856	.010

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Physical work environment	.722	.127	.569	1.021	.006
Psychological working environment	.093	.089	.255	1.833	.078
Quality Work life	.155	.078	.177	1.764	.266
a. Dependent Variable: employee productivity					

The model summary provides useful insights into the degree of association between the independent variables of physical work environment, psychological working environment, quality work life, and the dependent variable of employee productivity. The multiple correlation coefficient R value of 0.603 indicates that there is a moderate to strong positive correlation between these predictors and the criterion variable (Christopher, Komunda, et al., 2022). Moreover, the R square value of 0.452 means that approximately 45.2% of the total variance in employee productivity can jointly be explained by the three independent variables. The adjusted R square of 0.431 accounts for the number of predictors in the model and shows that 43.1% of the variance is accurately explained (Kazaara & Kazaara, 2023). Looking at the coefficients table, it is evident that physical work environment has the strongest impact on employee productivity as indicated by its standardized beta value of 0.569 which is statistically significant at the 0.01 level. This confirms that improvements to factors like workspace facilities, equipment and safety measures will most boost workers' output levels. While psychological job conditions and quality of work life also positively contribute to explaining variances in productivity, their effects are relatively smaller in magnitude and the predictors have a somewhat weaker predictive ability as their significance values are higher than the 0.05 threshold. Thus, focusing efforts on enhancing the physical work ambience may be most impactful for increasing staff work performance (Ntirandekura et al., 2022).

Conclusions of the Study

This subsection presents the learning points of the study findings on the extent to which physical working environment, psychological work environment, quality work-life influenced employee productivity in relation to the study findings and the discussions above.

Physical working environment and employee productivity

The study found out that there is no relationship between physical work environment and employee productivity. It was ascertained and concluded that much as employee productivity at KSL does not highly depend on the physical working environment; failure of the organization to adequately design the working environment to the desirable level, failure to control noise and air pollutions, failure to provide comfortable furniture, as well as amending clear policies

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on occupational health and safety can have a long term negative effect on the health of employees, may increase their stress at work, thus lowering morale to work, affect quality of work-life and eventually lower productivity (Ntirandekura & Christopher, 2022).

Psychological work environment and employee productivity

The study found out that there was a significant positive weak relationship between psychological work environment and employee productivity. The study therefore concluded by accepting the hypothesis that there was significant relationship between the psychological work environment and employee productivity (Christopher, Moses, et al., 2022). It was further ascertained that although the findings brought it clear that there is fair and equal treatment between all employees, employee morale ranked highest on the administration agenda, therefore KSL has to take the initiative to improve psychological work environment so as to reduce on costs and expenses that result from negative effects of resented working environment.

Quality work life and employee productivity

The study concluded by accepting the hypothesis that there is a significant relationship between quality work life and employee productivity. It was also concluded that quality work-life is a good predictor of employee productivity and KSL should keep in mind that by treating employees well, they end up with a first-class workforce that will, in turn, be superstar advocates for the business and demonstrate a good work ethic and great customer service thus increased productivity (Isaac et al., 2023).

Recommendations of the Study

Given the fact that there was a significant relationship between psychological working environment and employee productivity, the study recommends that Management of KSL should put in much effort to improve psychological work environment in an attempt to improve employee productivity through the following;

Enhanced management support: Employees should be supported by management by taking time to listen to them, be encouraged to perform better, show them that they are valuable and trusted, delegate them to expose them to growth, treat each other equally and fairly, and align them properly according to their capabilities and strength. Employers should always act fast to identify and remove obstacles and organize their employees' workload so they can concentrate on the finer points of their job.

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