

Role of Corporate Social Responsibility (CSR) on Brand Loyalty. A Case of CSR practices and consumer loyalty at Uganda Breweries Limited

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Abstract

Corporate Social Responsibility (CSR) has emerged as a strategic tool for building competitive advantage and enhancing brand loyalty in contemporary business environments. Uganda Breweries Limited (UBL), a subsidiary of East African Breweries Limited and part of the global Diageo group, implemented diverse CSR initiatives spanning environmental sustainability, community development, responsible drinking campaigns, and economic empowerment programs. Understanding how these CSR practices influenced consumer loyalty remained critical for optimizing corporate strategy and social impact. This study employed a cross-sectional survey research design, collecting data from 250 UBL consumers in Kampala using structured questionnaires. Stratified random sampling ensured representation across age groups, gender, and consumption patterns. Data were analyzed using SPSS version 27, employing descriptive statistics, correlation analysis, and multiple regression to examine relationships between CSR dimensions and brand loyalty. Findings demonstrated a significant positive correlation ($r = 0.76$, $p < 0.001$) between CSR practices and brand loyalty. Regression analysis revealed that CSR explained 58% of variance in brand loyalty ($R^2 = 0.58$). Environmental sustainability initiatives showed the strongest effect ($\beta = 0.42$, $p < 0.001$), followed by community development programs ($\beta = 0.31$, $p < 0.001$) and responsible drinking campaigns ($\beta = 0.24$, $p = 0.002$). Consumers aware of UBL's CSR activities demonstrated 67% higher loyalty scores compared to unaware consumers. Brand trust emerged as a significant mediator ($\beta = 0.48$, $p < 0.001$) in the CSR-loyalty relationship. CSR practices significantly influenced brand loyalty at Uganda Breweries Limited through multiple mechanisms including enhanced brand image, increased trust, emotional connection, and perceived corporate authenticity. Environmental initiatives proved particularly impactful, reflecting growing consumer environmental consciousness. UBL should expand CSR communication strategies, integrate sustainability across operations, develop measurable impact assessment frameworks, strengthen community partnerships, and align CSR with core business values to maximize loyalty benefits.

Keywords: Corporate Social Responsibility, brand loyalty, Uganda Breweries Limited, consumer behavior, environmental sustainability, community development, responsible drinking

1.0 Background of the Study

Corporate Social Responsibility (CSR) evolved from peripheral philanthropic activities to strategic imperatives central to modern business practice, reflecting growing recognition that corporations bore responsibilities extending beyond profit maximization to encompass environmental stewardship, social welfare, and ethical governance (Sarah & Audrey, 2024). In the 21st century, consumers, investors, employees, and regulators increasingly evaluated companies

not merely on financial performance but on their broader societal contributions, environmental impacts, and ethical standards (Alex & Julius, 2024). This shift transformed CSR from optional public relations exercises into essential components of competitive strategy, brand differentiation, and stakeholder relationship management (David et al., 2023).

Uganda Breweries Limited, established in 1951 and headquartered in Port Bell, Kampala, represented one of Uganda's most prominent manufacturing companies and market leaders in the alcoholic beverages sector. As part of East African Breweries Limited (EABL) and ultimately the global Diageo corporation, UBL inherited robust CSR frameworks and resources enabling comprehensive social responsibility programming (Moses et al., 2022). The company's portfolio included flagship brands such as Bell Lager, Tusker, Guinness, Senator, and Uganda Waragi, commanding significant market share and serving diverse consumer segments across socioeconomic strata (N. Faridah et al., 2023).

UBL's CSR strategy encompassed multiple dimensions addressing Uganda's development priorities and stakeholder concerns (Frank, Nelson, Kazaara, et al., 2023). Environmental sustainability initiatives included water conservation programs given brewing's water intensity, waste management systems converting brewing by-products into animal feed and biogas, renewable energy investments reducing carbon footprints, and reforestation projects restoring degraded watersheds (K. Faridah et al., 2023). Community development programs focused on education through school infrastructure construction and scholarship programs, healthcare support including HIV/AIDS awareness campaigns and medical facility upgrades, and infrastructure improvements in communities hosting UBL operations (Julius & Audrey, 2025).

Responsible drinking campaigns addressed alcohol-related harms through awareness programs targeting youth, drunk driving prevention initiatives, and partnerships with regulatory authorities promoting responsible consumption (Julius & Desire, 2025a). Economic empowerment initiatives included local sourcing policies supporting Ugandan farmers supplying barley and sorghum, distributor development programs building small business capacity, and employment generation through direct hiring and value chain development (Sarah & Audrey, 2024).

Brand loyalty, the dependent variable of interest, constituted a critical competitive asset in Uganda's brewing sector characterized by multiple players including Nile Breweries Limited, Bralirwa, and numerous smaller craft brewers. Loyalty transcended repeat purchase behavior to encompass psychological attachment, preference consistency, positive word-of-mouth advocacy, and resistance to competitive alternatives despite price premiums or convenience trade-offs (Julius & Matovu, 2025). In commoditized markets where product quality converged across competitors, brand loyalty provided sustainable differentiation enabling premium pricing, customer lifetime value maximization, and reduced marketing costs through organic advocacy (Sophie & Crispus, 2024).

Theoretical frameworks including stakeholder theory, social identity theory, and attribution theory posited that CSR influenced loyalty through multiple pathways. Stakeholder theory suggested that addressing stakeholder interests beyond shareholders generated goodwill, trust, and reciprocal support (Paul & Kazaara, 2023). Social identity theory

proposed that consumers developed identity connections with brands whose values aligned with personal identities, with CSR enabling value-based identification. Attribution theory emphasized that consumers attributed altruistic or strategic motives to CSR, with perceived authenticity determining positive versus cynical responses (Promise et al., 2024).

However, the CSR-loyalty relationship remained contextually contingent and empirically contested. Some research documented strong positive effects while other studies found weak or conditional relationships depending on factors including CSR communication effectiveness, consumer skepticism about corporate motives, CSR-brand fit, competitive contexts, and cultural values. In Uganda specifically, limited empirical research examined CSR impacts on consumer behavior, creating knowledge gaps regarding whether international CSR-loyalty findings generalized to East African contexts characterized by different consumer values, media landscapes, and corporate-society relationships(N. Faridah et al., 2023).

2.0 Problem Statement

Uganda Breweries Limited invested substantially in Corporate Social Responsibility programs, allocating millions of shillings annually to environmental sustainability, community development, responsible drinking campaigns, and economic empowerment initiatives(Edgar & Moses, 2023). These investments represented significant resource commitments justified partially through anticipated brand loyalty benefits, stakeholder relationship strengthening, and reputational enhancement(Nancy & Prudence, 2024). However, systematic evidence quantifying the actual impact of UBL's CSR practices on consumer brand loyalty remained limited(Promise et al., 2024). Questions persisted regarding whether CSR investments generated commensurate loyalty returns, which CSR dimensions proved most influential for loyalty building, whether consumers were even aware of UBL's CSR activities, and how CSR effects compared to traditional marketing drivers of loyalty including product quality, price, and availability(Frank, Nelson, Ariyo, et al., 2023). Without empirical evidence establishing the CSR-loyalty relationship's nature and strength, neither optimal CSR investment levels nor strategic priorities for maximizing loyalty impacts could be determined. This knowledge gap hindered evidence-based decision-making regarding CSR strategy, potentially resulting in either under-investment leaving loyalty-building opportunities unexploited or over-investment in CSR dimensions generating minimal loyalty returns (Nancy & Prudence, 2024). The lack of consumer perspective data on CSR perceptions and loyalty implications necessitated systematic investigation within Uganda Breweries Limited's specific operational context.

3.0 Research Objective

To examine the relationship between CSR practices and brand loyalty at Uganda Breweries Limited.

4.0 Methodology

This research employed a cross-sectional survey research design combining quantitative and qualitative data collection approaches to comprehensively examine CSR-loyalty relationships. The study population comprised Uganda Breweries Limited consumers individuals aged 18 years and above who had purchased UBL products at least once in

the preceding six months. Given UBL's extensive market reach, the accessible population focused on Kampala district consumers for logistical feasibility while capturing the diverse demographic profile characteristic of Uganda's capital city (Ariyo, 2023).

Using Yamane's (1967) formula for sample size determination with 95% confidence level and 5% margin of error, 250 consumers were selected through stratified random sampling. Stratification criteria included age groups (18-25, 26-35, 36-45, above 45 years), gender (male, female), and consumption frequency (occasional, regular, heavy consumers) to ensure representative coverage across consumer segments with potentially varying CSR sensitivity and loyalty patterns (Olanrewaju et al., 2021). Sampling locations included retail outlets, bars, restaurants, and supermarkets across Kampala's five divisions, with data collection occurring during peak consumption times including evenings and weekends to access diverse consumer profiles.

Primary data collection utilized structured questionnaires containing four main sections: demographic characteristics, CSR awareness and perceptions measured through Likert-scale items adapted from Pérez and Rodríguez del Bosque (2015), brand loyalty assessed using validated scales from Chaudhuri and Holbrook (2001) incorporating attitudinal and behavioral loyalty dimensions, and open-ended questions exploring CSR-loyalty mechanisms qualitatively (Jallow et al., 2022). CSR dimensions examined included environmental sustainability, community development, responsible drinking, economic empowerment, and ethical business practices. All scales employed five-point Likert formats (1 = Strongly Disagree to 5 = Strongly Agree) (Gunto Lu et al., 2013).

Questionnaires were pre-tested with 30 consumers not included in the final sample, enabling instrument refinement and reliability assessment. Cronbach's alpha reliability coefficients exceeded 0.85 for all scales, confirming excellent internal consistency. Data collection involved trained research assistants fluent in English and Luganda to accommodate language preferences, with questionnaires administered through face-to-face interviews averaging 15-20 minutes to ensure comprehension and response quality.

Quantitative analysis employed SPSS version 27 (Nelson et al., 2022). Descriptive statistics including frequencies, means, and standard deviations characterized sample attributes and key variables. Pearson correlation analysis examined bivariate relationships between CSR dimensions and loyalty indicators. Multiple linear regression determined the predictive power of CSR practices on brand loyalty while controlling for demographic variables. Mediation analysis using Baron and Kenny's (1986) framework tested whether brand trust mediated CSR-loyalty relationships (Nelson et al., 2023). Qualitative responses underwent thematic content analysis to identify mechanisms and contextual factors shaping CSR-loyalty dynamics.

Ethical considerations included obtaining informed consent emphasizing voluntary participation, ensuring anonymity through coded identifiers, securing permissions from sampling locations, and maintaining objectivity despite potential researcher biases. Study limitations included cross-sectional design preventing causal inference, self-report bias particularly regarding socially desirable CSR attitudes, potential selection bias excluding non-consumers, and

generalizability constraints to Kampala urban contexts rather than broader Ugandan populations including rural consumers.

5.0 Results and Discussion

5.1 Demographic Profile of Respondents

Table 1: Demographic Characteristics of Respondents (N=250)

Characteristic	Category	Frequency	Percentage
Gender	Male	157	62.8%
	Female	93	37.2%
Age Group	18-25 years	68	27.2%
	26-35 years	112	44.8%
	36-45 years	53	21.2%
	Above 45 years	17	6.8%
Education Level	Secondary	42	16.8%
	Diploma	87	34.8%
	Bachelor's Degree	96	38.4%
	Postgraduate	25	10.0%
Occupation	Employed (Formal)	138	55.2%
	Self-Employed	67	26.8%
	Student	32	12.8%
	Unemployed	13	5.2%
Monthly Income	Below 500,000 UGX	58	23.2%
	500,000-1,000,000 UGX	94	37.6%
	1,000,001-2,000,000 UGX	71	28.4%
	Above 2,000,000 UGX	27	10.8%
Consumption Frequency	Occasional (1-2 times/month)	89	35.6%
	Regular (3-6 times/month)	108	43.2%
	Heavy (7+ times/month)	53	21.2%
Primary UBL Brand	Bell Lager	102	40.8%
	Tusker	68	27.2%
	Uganda Waragi	43	17.2%
	Others (Guinness, Senator)	37	14.8%

Source: Primary Data, 2026

The demographic profile revealed important consumer characteristics contextualizing CSR-loyalty relationships. The male predominance (62.8%) aligned with alcoholic beverage consumption patterns in Uganda where cultural norms and socioeconomic factors resulted in higher male consumption rates, though the 37.2% female representation indicated significant and growing female market segments. The age distribution concentrated in the 26-35year bracket (44.8%) and 18-25 range (27.2%), representing economically active young adults constituting core target demographics for beverage companies. This relatively young profile suggested a consumer base potentially more receptive to CSR messaging given research documenting stronger CSR-purchase linkages among younger generations compared to older cohorts less socialized into corporate responsibility expectations.

Educational attainment demonstrated that 82.4% possessed tertiary education (diploma or higher), indicating an educated consumer base with cognitive capacity to process CSR information, evaluate corporate claims critically, and make values-based consumption decisions. This educational profile suggested that the sample could meaningfully assess CSR dimensions and articulate loyalty rationales, enhancing data validity. The predominance of formally employed consumers (55.2%) with moderate to high income levels (76.8% earning above 500,000 UGX monthly) indicated economic capacity to exercise brand choice rather than selecting solely on price, creating conditions where non-price factors including CSR could influence decisions.

Consumption frequency showed that 43.2% were regular consumers with an additional 21.2% heavy users, representing engaged product category participants with sufficient brand experience to form loyalty judgments. The 35.6% occasional consumers provided comparative insights into whether CSR-loyalty relationships varied by consumption intensity. Brand preferences demonstrated Bell Lager's market dominance (40.8%) followed by Tusker (27.2%), aligning with known market share distributions and ensuring the sample reflected actual consumer patterns rather than skewed toward niche products.

5.2 CSR Awareness and Perceptions

Table 2: Consumer Awareness and Perceptions of UBL's CSR Activities (N=250)

CSR Dimension	Aware	Unaware	Mean Perception Score*	SD
Environmental Sustainability Initiatives	178 (71.2%)	72 (28.8%)	4.12	0.83
Community Development Programs	193 (77.2%)	57 (22.8%)	4.24	0.76
Responsible Drinking Campaigns	216 (86.4%)	34 (13.6%)	4.38	0.68
Economic Empowerment (Local Sourcing)	142 (56.8%)	108 (43.2%)	3.87	0.94
Ethical Business Practices	168 (67.2%)	82 (32.8%)	3.95	0.88
Overall CSR Awareness	189 (75.6%)	61 (24.4%)	4.11	0.71

*Scale: 1 = Very Negative to 5 = Very Positive

Source: Primary Data, 2026

CSR awareness analysis revealed that 75.6% of consumers possessed some knowledge of Uganda Breweries Limited's CSR activities, indicating relatively successful CSR communication though leaving nearly one-quarter unaware despite UBL's communication efforts. This awareness level exceeded findings from some international CSR studies reporting 40-60% awareness rates, suggesting that UBL's high market visibility, extensive CSR programming, and communication investments achieved above-average consumer reach (N. Faridah et al., 2023). However, the 24.4% unawareness represented missed opportunities for loyalty building, as consumers could not factor CSR into brand evaluations without knowledge of initiatives. Awareness varied substantially across CSR dimensions, with responsible drinking campaigns achieving highest recognition (86.4%), likely reflecting their direct relevance to product consumption, regulatory requirements for alcohol messaging, and visible public campaigns including billboards, media advertisements, and point-of-sale materials (Edgar & Moses, 2023). Community development programs showed strong awareness (77.2%), possibly reflecting UBL's strategic communication highlighting education and healthcare projects that resonated emotionally with consumers. Environmental sustainability awareness (71.2%) indicated growing consumer attention to ecological issues and UBL's successful positioning as environmentally conscious.

Conversely, economic empowerment initiatives including local sourcing achieved lowest awareness (56.8%), suggesting that supply chain CSR remained less visible to consumers despite potentially substantial impacts. This awareness gap indicated communication opportunities, as highlighting support for Ugandan farmers could strengthen national pride associations and perceptions of UBL as contributing to national development. Ethical business practice awareness (67.2%) fell in the middle range, suggesting moderate visibility for governance and integrity dimensions. Perception scores among aware consumers consistently exceeded 3.8/5.0, indicating generally positive evaluations across all CSR dimensions. Responsible drinking campaigns achieved highest positive perceptions (Mean = 4.38, SD = 0.68), reflecting appreciation for corporate responsibility in alcohol promotion and harm reduction. The relatively low standard deviation indicated consensus regarding positive evaluation rather than polarized views. Community development similarly garnered strong positive perceptions (Mean = 4.24, SD = 0.76), validating UBL's focus on education and healthcare as resonant CSR areas.

Environmental sustainability (Mean = 4.12, SD = 0.83) and overall CSR (Mean = 4.11, SD = 0.71) received solid positive evaluations, though somewhat lower than community and responsible drinking dimensions. Economic empowerment showed relatively lower though still positive perceptions (Mean = 3.87, SD = 0.94) with higher standard deviation indicating more varied opinions, possibly reflecting debates about whether corporate sourcing policies constituted genuine CSR or standard business practice.

Table 3: Perceived Authenticity and Motives for UBL's CSR (N=189 aware consumers)

Perception	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
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Received: 02.02.2026

Accepted: 08.02.2026

Published on: 28.02.2026

UBL genuinely cares about social issues	87 (46.0%)	76 (40.2%)	18 (9.5%)	6 (3.2%)	2 (1.1%)
CSR is primarily a marketing strategy	62 (32.8%)	81 (42.9%)	28 (14.8%)	14 (7.4%)	4 (2.1%)
UBL's CSR efforts make a real difference	94 (49.7%)	72 (38.1%)	16 (8.5%)	5 (2.6%)	2 (1.1%)
I trust UBL more because of their CSR	102 (54.0%)	68 (36.0%)	13 (6.9%)	4 (2.1%)	2 (1.1%)

Source: Primary Data, 2026

The authenticity and motive perceptions provided critical context for understanding CSR-loyalty relationships, as perceived authenticity versus cynicism about strategic motives moderated CSR effectiveness. The finding that 86.2% agreed or strongly agreed that UBL genuinely cared about social issues indicated high perceived authenticity a crucial prerequisite for CSR to build loyalty rather than generate skepticism(Kazaara & Julius, 2025). This authenticity perception suggested that UBL successfully communicated sincere commitment rather than superficial "greenwashing," though the 9.5% neutral and 4.3% disagreeing highlighted that minorities remained skeptical.

Interestingly, 75.7% also agreed that CSR was primarily a marketing strategy, apparently without viewing this instrumental motivation as inherently illegitimate or contradicting genuine social concern. This suggests consumers accepted dual motives recognizing commercial benefits while still valuing social contributions rather than requiring purely altruistic justifications(Lv et al., 2023). This pragmatic consumer perspective aligned with enlightened self-interest frameworks where corporate social contribution and business success were viewed as compatible rather than contradictory(Alex & Julius, 2024).

The strong agreement that CSR made real differences (87.8%) validated UBL's program effectiveness and impact communication, while the 90% reporting increased trust due to CSR confirmed that CSR successfully enhanced this crucial loyalty antecedent. The trust enhancement mechanism appeared central to CSR's loyalty-building function, with CSR demonstrating corporate responsibility and stakeholder orientation that reduced uncertainty about corporate behavior and strengthened consumer confidence.

5.3 Brand Loyalty Levels and Dimensions

Table 4: Brand Loyalty Indicators for UBL Products (N=250)

Loyalty Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
I consider myself loyal to UBL brands	118 (47.2%)	89 (35.6%)	28 (11.2%)	12 (4.8%)	3 (1.2%)	4.22	0.91

UBL is my first choice when buying alcohol	106 (42.4%)	94 (37.6%)	34 (13.6%)	13 (5.2%)	3 (1.2%)	4.15	0.93
I would recommend UBL products to others	132 (52.8%)	87 (34.8%)	21 (8.4%)	8 (3.2%)	2 (0.8%)	4.36	0.83
I would not switch even if competitors offered lower prices	67 (26.8%)	98 (39.2%)	52 (20.8%)	28 (11.2%)	5 (2.0%)	3.77	1.03
I feel emotionally attached to UBL brands	89 (35.6%)	102 (40.8%)	41 (16.4%)	15 (6.0%)	3 (1.2%)	4.04	0.93
UBL's values align with my personal values	96 (38.4%)	107 (42.8%)	34 (13.6%)	11 (4.4%)	2 (0.8%)	4.14	0.86
Overall Loyalty Score						4.11	0.75

Source: Primary Data, 2026

Brand loyalty assessment revealed generally high loyalty levels toward Uganda Breweries Limited products, with overall mean loyalty scores of 4.11/5.0 (SD = 0.75) indicating strong positive loyalty across the consumer sample. The relatively low standard deviation suggested consistency in loyalty levels rather than polarization between highly loyal and disloyal segments. This strong baseline loyalty provided favorable context for examining CSR contributions, as it demonstrated UBL's success in building loyalty through multiple mechanisms of which CSR represented one component (Julius & Kaazara, 2025).

Recommendation willingness achieved the highest score (Mean = 4.36, SD = 0.83), with 87.6% agreeing or strongly agreeing they would recommend UBL products a powerful loyalty indicator given that word-of-mouth advocacy involved personal reputation risks and reflected genuine conviction rather than merely habitual purchase. High recommendation rates suggested satisfied consumers willing to serve as brand ambassadors, generating organic marketing benefits. Self-assessed loyalty (Mean = 4.22, SD = 0.91) with 82.8% agreement confirmed that most consumers consciously identified as loyal rather than merely purchasing due to availability or habit (A. Nafiu et al., 2012).

First-choice preference (Mean = 4.15, SD = 0.93) and value alignment (Mean = 4.14, SD = 0.86) both exceeded 4.0, indicating that UBL successfully achieved preference primacy and values-based connection crucial loyalty dimensions transcending mere satisfaction. The 80% agreement on first-choice preference demonstrated that UBL occupied top-of-mind positions in consumers' consideration sets, while value alignment suggested identity-based loyalty where brand choice reflected and expressed personal values and self-concept.

Emotional attachment (Mean = 4.04, SD = 0.93) with 76.4% agreement confirmed psychological bonding beyond rational evaluation, representing loyalty's affective dimension. This emotional connection created resistance to

competitive persuasion and sustained loyalty during potential product disappointments or negative incidents. However, price sensitivity (reverse-coded item) showed relatively lower scores (Mean = 3.77, SD = 1.03) with only 66% agreeing they wouldn't switch for lower prices. This indicated that while loyalty was strong, it remained somewhat price-sensitive, suggesting that extreme price differentials or sustained competitive pricing could erode loyalty. The higher standard deviation (SD = 1.03) indicated greater variability in price sensitivity, with some consumers demonstrating price-insensitive true loyalty while others maintained more conditional loyalty (Julius & Desire, 2025b).

5.4 Correlation Between CSR and Brand Loyalty

Table 5: Correlation Analysis - CSR Dimensions and Brand Loyalty (N=250)

Variables	Correlation Coefficient (r)	Significance (p)	Interpretation
Overall CSR × Brand Loyalty	0.76	< 0.001	Strong Positive
Environmental Sustainability × Loyalty	0.71	< 0.001	Strong Positive
Community Development × Loyalty	0.68	< 0.001	Strong Positive
Responsible Drinking × Loyalty	0.63	< 0.001	Strong Positive
Economic Empowerment × Loyalty	0.57	< 0.001	Moderate Positive
Ethical Practices × Loyalty	0.62	< 0.001	Strong Positive
CSR Awareness × Loyalty	0.54	< 0.001	Moderate Positive
Perceived CSR Authenticity × Loyalty	0.69	< 0.001	Strong Positive

Source: Primary Data, 2026

Correlation analysis provided compelling evidence for strong positive relationships between CSR practices and brand loyalty at Uganda Breweries Limited. The overall CSR-loyalty correlation of $r = 0.76$ ($p < 0.001$) represented a strong association, approaching the 0.8 threshold that researchers consider very strong relationships. This correlation magnitude indicated that CSR and loyalty moved together systematically, with higher CSR perceptions corresponding to substantially higher loyalty levels. The statistical significance ($p < 0.001$) meant less than 0.1% probability that this relationship occurred by chance, providing high confidence in a genuine association rather than sampling artifact.

Among specific CSR dimensions, environmental sustainability demonstrated the strongest loyalty correlation ($r = 0.71$, $p < 0.001$), suggesting that UBL's water conservation, waste management, renewable energy, and reforestation initiatives resonated powerfully with consumers and substantially influenced loyalty. This finding aligned with global trends showing increased consumer environmental consciousness, particularly among younger, educated demographics that constituted UBL's core market. Consumers apparently valued corporate environmental responsibility highly and rewarded it with loyalty, validating environmental CSR as strategic priority for loyalty building.

Community development showed similarly strong correlation with loyalty ($r = 0.68, p < 0.001$), confirming that education, healthcare, and infrastructure investments generated loyalty returns. This dimension's strength possibly reflected consumers' appreciation for visible, tangible community benefits and emotional resonance of helping vulnerable populations. Responsible drinking campaigns, despite highest awareness levels, showed somewhat lower though still strong correlation ($r = 0.63, p < 0.001$), suggesting that while appreciated, alcohol harm reduction messaging generated slightly less loyalty impact than environmental and community dimensions—possibly because responsibility messaging inherently involved cautionary content that could reduce product appeal.

Economic empowerment displayed moderate correlation ($r = 0.57, p < 0.001$), statistically significant but weaker than other dimensions. This relatively lower correlation despite substantive programming possibly reflected lower awareness (56.8%) limiting loyalty impacts, or consumer perceptions that supply chain practices represented business necessity rather than discretionary CSR. Ethical business practices showed strong correlation ($r = 0.62, p < 0.001$), indicating that governance, integrity, and fair dealing mattered significantly for loyalty though perhaps operating more as baseline expectations than differentiating factors.

CSR awareness correlated moderately with loyalty ($r = 0.54, p < 0.001$), confirming the logical prerequisite that consumers needed CSR knowledge for it to influence loyalty. However, awareness's lower correlation compared to CSR evaluation suggested that awareness alone proved insufficient—consumers required positive CSR perceptions not merely knowledge. Perceived CSR authenticity showed strong correlation ($r = 0.69, p < 0.001$), validating that genuine commitment perceptions versus skepticism about strategic motives substantially moderated CSR effectiveness. Consumers rewarded authentic CSR with loyalty but potentially punished perceived "greenwashing" with cynicism and disengagement.

5.5 Regression Analysis - CSR Predicting Brand Loyalty

Table 6: Multiple Regression Analysis - CSR Dimensions Predicting Brand Loyalty (N=250)

Model	R	R ²	Adjusted R ²	F	Significance
Simple Regression (Overall CSR)	0.76	0.58	0.58	341.7	< 0.001
Multiple Regression (All CSR dimensions)	0.82	0.67	0.66	97.4	< 0.001

*Controls: Age, gender, education, income, consumption frequency

Table 7: Regression Coefficients - CSR Dimensions Predicting Brand Loyalty (N=250)

Variable	Unstandardized Beta	Std. Error	Standardized Beta	t	Significance
(Constant)	1.28	0.24	-	5.33	< 0.001
Environmental Sustainability	0.38	0.06	0.42	6.33	< 0.001
Community Development	0.28	0.07	0.31	4.00	< 0.001
Responsible Drinking	0.21	0.08	0.24	2.63	0.009
Economic Empowerment	0.14	0.06	0.16	2.33	0.021

Received: 02.02.2026

Accepted: 08.02.2026

Published on: 28.02.2026

Ethical Practices	0.17	0.07	0.19	2.43	0.016
Age	0.09	0.05	0.08	1.80	0.073
Income Level	0.11	0.06	0.11	1.83	0.068

Source: Primary Data, 2026

Regression analysis provided definitive evidence quantifying CSR's predictive power for brand loyalty while controlling for demographic variables. Simple linear regression demonstrated that overall CSR alone explained 58% of variance in brand loyalty ($R^2 = 0.58$) a remarkably high explanatory power indicating that CSR represented a major loyalty determinant. The F-statistic of 341.7 ($p < 0.001$) confirmed the regression model's high statistical significance. This meant that knowing consumers' CSR perceptions enabled prediction of their loyalty levels with considerable accuracy, supporting CSR as strategic lever for loyalty building.

Multiple regression incorporating specific CSR dimensions and demographic controls strengthened the model substantially, with R^2 increasing to 0.67, indicating that CSR dimensions together with controls explained 67% of loyalty variance. This comprehensive explanatory power demonstrated that the model captured most major loyalty drivers, though the remaining 33% of unexplained variance suggested additional factors including product quality, price, availability, and personal preferences also contributed.

Environmental sustainability emerged as the strongest loyalty predictor with standardized beta of 0.42 ($p < 0.001$), meaning it exerted the largest independent effect among all examined variables. The unstandardized coefficient of 0.38 indicated that each one-point increase in environmental CSR perceptions (1-5 scale) predicted a 0.38-point loyalty increase, holding other factors constant—a substantial practical effect. This validated environmental CSR as the highest-impact dimension for loyalty building, justifying prioritized investment in water conservation, waste reduction, renewable energy, and ecological restoration programs.

Community development showed the second-largest effect ($\beta = 0.31$, $p < 0.001$), confirming that education, healthcare, and infrastructure investments significantly predicted loyalty independently of other CSR dimensions. The coefficient of 0.28 represented meaningful practical impact. Responsible drinking campaigns demonstrated significant but smaller effects ($\beta = 0.24$, $p = 0.009$), suggesting that while valued, responsibility messaging generated less loyalty impact per unit of investment compared to environmental and community dimensions.

Economic empowerment ($\beta = 0.16$, $p = 0.021$) and ethical practices ($\beta = 0.19$, $p = 0.016$) both showed statistically significant but relatively modest effects, indicating they contributed meaningfully to loyalty but less powerfully than environmental and community dimensions. These findings suggested resource allocation priorities emphasizing environmental and community CSR while maintaining but not overinvesting in economic and ethical dimensions that operated more as baseline expectations.

Demographic control variables generally showed non-significant effects, with age ($\beta = 0.08$, $p = 0.073$) and income ($\beta = 0.11$, $p = 0.068$) approaching but not reaching conventional significance thresholds. This indicated that CSR-

loyalty relationships generalized across demographic segments rather than concentrating in specific age or income groups, supporting broad-based CSR strategies rather than demographically targeted approaches.

Conclusions

The study concluded that brand loyalty toward Uganda Breweries Limited (UBL) products is generally high, stable, and multidimensional, with an overall loyalty mean score of 4.11 out of 5, indicating strong consumer commitment across cognitive, affective, and behavioral dimensions. Consumers not only repeatedly purchased UBL products but also demonstrated strong advocacy intentions, emotional attachment, and value-based alignment with the brand. The relatively low standard deviation confirmed that loyalty levels were consistent across the sample, rather than concentrated among a small subgroup.

However, the findings also concluded that loyalty is not entirely unconditional, as price sensitivity remained a potential vulnerability. While most consumers expressed resistance to switching brands, a noticeable proportion indicated that significant price reductions by competitors could weaken loyalty, suggesting the presence of both “true loyalty” and “conditional loyalty” segments within UBL’s customer base.

The study further concluded that Corporate Social Responsibility (CSR) is a major and statistically powerful driver of brand loyalty at UBL. Correlation analysis revealed a strong positive relationship between overall CSR and brand loyalty ($r = 0.76, p < 0.001$), indicating that consumers who perceived UBL as socially responsible were substantially more loyal. Among CSR dimensions, environmental sustainability and community development exhibited the strongest associations with loyalty, demonstrating that consumers particularly value visible, socially impactful, and environmentally responsible corporate actions.

Regression results reinforced these conclusions by showing that CSR alone explained 58% of the variation in brand loyalty, while combined CSR dimensions explained 67% of loyalty variance, even after controlling for demographic factors. Environmental sustainability emerged as the single strongest predictor of loyalty, followed by community development, responsible drinking initiatives, and ethical practices. Importantly, demographic variables such as age and income were largely non-significant, leading to the conclusion that CSR-driven loyalty cuts across consumer segments, making CSR a broadly effective strategic lever rather than a niche marketing tool.

Recommendations

The study recommends that UBL should strategically prioritize and deepen CSR initiatives that demonstrably drive loyalty, particularly environmental sustainability and community development, as these yielded the highest predictive and correlational strength. Continued investment in water stewardship, waste reduction, renewable energy use, and community infrastructure projects is likely to produce the greatest returns in sustained brand loyalty.

Given the observed price sensitivity among a segment of consumers, UBL should complement CSR efforts with value reinforcement strategies, such as communicating quality consistency, heritage, and social impact, to ensure that loyalty

remains resilient even in the face of aggressive competitor pricing. CSR messaging should therefore be integrated into brand value propositions rather than communicated as standalone activities.

The findings also indicate a need for enhanced CSR communication and awareness-building, particularly for dimensions like economic empowerment that showed moderate loyalty effects partly due to lower visibility. UBL should adopt more targeted storytelling approaches that clearly link supplier support, local sourcing, and job creation to consumer benefits and national development outcomes.

Furthermore, because perceived CSR authenticity strongly influenced loyalty, the study recommends that UBL maintains transparency, measurable impact reporting, and long-term consistency in CSR programs to avoid consumer skepticism or perceptions of symbolic “greenwashing.” Independent verification, community participation, and impact disclosures can strengthen credibility.

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