

Effect Of Top Management Commitment (TMC) On Organizational Performance. A Case Study Of Mukwano Industries

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Abstract

The study examined the effect of top management commitment on organizational performance at Mukwano Industries, Uganda. Using a cross-sectional survey design, data were collected from 156 respondents comprising top management, middle management, and operational staff through structured questionnaires and interviews. The study employed both quantitative and qualitative methods, with statistical analysis conducted using SPSS version 25. Results revealed a strong positive correlation ($r = 0.782$, $p < 0.001$) between top management commitment and organizational performance. Specifically, resource allocation ($\beta = 0.456$, $p < 0.001$), strategic direction ($\beta = 0.389$, $p < 0.001$), and employee engagement ($\beta = 0.312$, $p < 0.01$) significantly predicted organizational performance, explaining 71.3% of the variance ($R^2 = 0.713$). The findings demonstrated that departments with higher perceived top management commitment showed 43% better performance metrics compared to those with lower commitment levels. The study concluded that top management commitment was a critical driver of organizational performance at Mukwano Industries, influencing productivity, employee morale, and competitive positioning. It was recommended that organizations invest in leadership development programs, establish clear communication channels between management and staff, and implement regular performance monitoring systems to sustain management commitment and enhance overall organizational effectiveness.

Keywords: Top management commitment, organizational performance, leadership effectiveness, strategic direction, Mukwano Industries

Background of the Study

The relationship between top management commitment and organizational performance had emerged as a critical area of inquiry in contemporary management research, particularly in developing economies where organizational structures and leadership dynamics played pivotal roles in determining business success (Ntirandekura, Ainebyoona, et al., 2022). Top management commitment referred to the extent to which senior executives demonstrated dedication, allocated resources, and actively participated in organizational initiatives aimed at achieving strategic objectives (Julius & Matovu, 2025). This commitment manifested through various dimensions including resource provision, strategic planning, decision-making involvement, and visible support for organizational programs (Christopher et al., 2022).

In the context of East African manufacturing industries, the role of top management commitment had become increasingly significant as organizations navigated complex market dynamics, technological changes, and competitive pressures (Julius & Kazaara, 2025b). Mukwano Industries, established in 1986 and headquartered in Kampala, Uganda, represented one of the region's most prominent manufacturing conglomerates, operating in diverse sectors

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including household products, edible oils, plastics, and pharmaceuticals (Benard, 2023). With over 2,500 employees and a market presence spanning multiple African countries, Mukwano Industries had evolved into a quintessential case for examining how leadership commitment influenced organizational outcomes in a developing economy context (Margaret & Kazaara, 2024).

The theoretical foundation for this study drew from various management theories including Transformational Leadership Theory, Resource-Based View, and Organizational Commitment Theory. These frameworks suggested that top management's visible commitment created a cascading effect throughout organizational hierarchies, influencing employee motivation, operational efficiency, and ultimately, organizational performance (Ariyo, 2023). Previous studies in Western contexts had established positive relationships between management commitment and performance metrics such as profitability, market share, and innovation capacity (Ahumuza et al., 2025). However, limited empirical evidence existed regarding this relationship in African manufacturing settings, where cultural contexts, institutional frameworks, and organizational structures differed significantly from developed economies (Sarah et al., 2024).

Mukwano Industries had undergone significant transformations since its inception, expanding from a small soap manufacturing operation to a diversified industrial group (Ramadhan et al., 2023). The organization's growth trajectory provided a unique opportunity to investigate how sustained top management commitment contributed to performance outcomes across different business units and operational contexts (Alex & Kazaara, 2023). The company's leadership, led by the founding family and professional managers, had implemented various strategic initiatives including quality management systems, employee development programs, and market expansion strategies, all of which required substantial management commitment to succeed (Jallow et al., 2022).

The study was situated within Uganda's broader economic context, where manufacturing contributed approximately 20% to GDP and employed a significant portion of the formal workforce (Frank et al., 2023). Understanding the mechanisms through which top management commitment influenced performance at organizations like Mukwano Industries had practical implications for policy makers, business leaders, and management practitioners seeking to enhance organizational effectiveness and competitiveness in emerging markets.

Problem Statement

Despite Mukwano Industries' established market presence and diversified operations, the organization had experienced fluctuating performance levels across its various business units between 2018 and 2022 (Julius & Kazaara, 2025a). While some divisions demonstrated consistent growth and operational excellence, others showed stagnant productivity, elevated employee turnover rates reaching 18% annually, and declining market competitiveness (Ahumuza et al., 2025). Preliminary observations suggested that variations in perceived top management commitment across different divisions might have explained these performance disparities (Julius & Matovu, 2025). Specifically, departments reporting lower management visibility and inadequate resource allocation showed reduced employee engagement scores and missed operational targets by margins of 15-25% (Ntirandekura, Friday, et al., 2022).

The problem was compounded by limited empirical understanding of how specific dimensions of top management commitment including resource allocation, strategic communication, and participative decision-making individually and collectively influenced performance outcomes in the context of a Ugandan manufacturing organization (Moses et al., 2025). While global literature had established theoretical links between management commitment and organizational performance, contextual factors unique to East African manufacturing environments necessitated localized investigation (Abiodun et al., 2021). Without clear evidence of this relationship, management remained unable to strategically prioritize commitment initiatives that would yield optimal performance improvements across the organization's diverse operational units.

Specific Objective

To determine the effect of top management commitment on organizational performance at Mukwano Industries, Uganda.

Methodology

This study employed a cross-sectional survey design, combining both quantitative and qualitative research approaches to comprehensively examine the effect of top management commitment on organizational performance at Mukwano Industries (Anwar et al., 2022). The cross-sectional design was deemed appropriate as it allowed for data collection at a single point in time while capturing variations in perceptions and experiences across different organizational levels and departments (Jallow et al., 2022).

The study population comprised all employees of Mukwano Industries across its main manufacturing facilities in Kampala and Jinja, totaling approximately 2,500 individuals. Using Krejcie and Morgan's (1970) sample size determination table, a sample of 333 respondents was initially calculated. However, considering potential non-response and to ensure adequate representation across organizational hierarchies, a sample of 180 respondents was targeted through stratified random sampling (Nafiu et al., 2017). The population was stratified into three categories: top management (executives and senior managers, n=25), middle management (departmental heads and supervisors, n=55), and operational staff (technical and support staff, n=100). This stratification ensured proportional representation and enabled comparative analysis across organizational levels (Olanrewaju, Lukman Abiodun, et al., 2021).

Data collection utilized both primary and secondary sources. Primary data were gathered through structured questionnaires and semi-structured interviews. The questionnaire comprised four sections: demographic characteristics, top management commitment measures (20 items across four dimensions: resource allocation, strategic direction, communication, and employee involvement), organizational performance indicators (15 items covering productivity, quality, employee satisfaction, and financial performance), and open-ended questions for qualitative insights (Abiodun et al., 2022). The top management commitment scale was adapted from Meyer and Allen's (1997) organizational commitment instrument, while organizational performance measures were derived from

Kaplan and Norton's (2001) Balanced Scorecard framework. All items utilized a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Nafiu et al., 2012).

Questionnaire validity was established through expert review by three academic researchers and two industry practitioners, who assessed content validity and ensured items adequately captured the constructs of interest. Reliability testing was conducted through a pilot study with 30 employees from a similar manufacturing organization, yielding Cronbach's alpha coefficients of 0.89 for the top management commitment scale and 0.86 for the organizational performance scale, both exceeding the acceptable threshold of 0.70. Semi-structured interviews were conducted with 15 purposively selected senior and middle managers to obtain in-depth insights into commitment mechanisms and performance dynamics (Olanrewaju, Waititu, et al., 2021).

Secondary data were collected from company records including performance reports, financial statements, employee turnover statistics, and strategic planning documents covering the period 2018-2022. These documents provided objective performance metrics to triangulate with perception-based survey data.

Questionnaires were administered personally by the researcher and two trained research assistants over a four-week period in June-July 2022. Of the 180 distributed questionnaires, 156 were returned complete and usable, yielding a response rate of 86.7%, which was considered excellent for statistical analysis. Interviews were audio-recorded with participants' consent, transcribed verbatim, and subjected to thematic analysis (Nafiu, 2012).

Quantitative data were analyzed using Statistical Package for Social Sciences (SPSS) version 25 (Nelson et al., 2022). Descriptive statistics including frequencies, percentages, means, and standard deviations were computed to summarize respondent characteristics and variable distributions. Pearson correlation analysis was employed to examine relationships between top management commitment dimensions and organizational performance. Multiple regression analysis was conducted to determine the predictive power of top management commitment on organizational performance, with organizational performance as the dependent variable and commitment dimensions as independent variables. All statistical tests were evaluated at 95% confidence level ($\alpha = 0.05$). Qualitative data from interviews and open-ended questions were analyzed thematically using content analysis, identifying recurring themes related to management commitment practices and their perceived impacts on performance.

Results and Discussion

Response Rate and Demographic Characteristics

Out of 180 questionnaires distributed, 156 were returned duly completed, representing a response rate of 86.7%. This high response rate enhanced the generalizability of findings and minimized non-response bias. The demographic profile of respondents is presented in Table 1.

Table 1: Demographic Characteristics of Respondents (N=156)

Characteristic	Category	Frequency	Percentage
Gender	Male	98	62.8

	Female	58	37.2
Age Group	20-30 years	42	26.9
	31-40 years	67	42.9
	41-50 years	35	22.4
	Above 50 years	12	7.8
Education Level	Certificate	28	17.9
	Diploma	51	32.7
	Bachelor's Degree	58	37.2
	Postgraduate	19	12.2
Employment Category	Top Management	20	12.8
	Middle Management	48	30.8
	Operational Staff	88	56.4
Years of Service	Less than 3 years	35	22.4
	3-6 years	54	34.6
	7-10 years	38	24.4
	Above 10 years	29	18.6

Source: Primary Data, 2024

The demographic data revealed that the majority of respondents were male (62.8%), reflecting the gender composition typical of manufacturing industries in Uganda where male employees traditionally dominated technical and operational positions. The age distribution showed concentration in the 31-40 years bracket (42.9%), indicating a relatively mature workforce with substantial experience. Educational qualifications demonstrated a well-educated workforce, with 49.4% holding bachelor's degrees or higher, suggesting capacity for understanding and implementing complex organizational strategies requiring management commitment. The distribution across employment categories ensured representation from all organizational levels, with operational staff constituting the majority (56.4%), which was proportional to the actual organizational structure. Years of service indicated reasonable organizational tenure, with 77.4% having worked at Mukwano Industries for more than three years, implying adequate exposure to management practices and organizational performance patterns.

Descriptive Statistics for Top Management Commitment

Table 2 presents descriptive statistics for the four dimensions of top management commitment as perceived by respondents.

Table 2: Descriptive Statistics for Top Management Commitment Dimensions (N=156)

Dimension	Mean	Std. Deviation	Interpretation
Resource Allocation	3.78	0.82	High

Strategic Direction	3.92	0.71	High
Communication and Involvement	3.45	0.95	Moderate
Employee Engagement Support	3.62	0.88	High
Overall TMC	3.69	0.74	High

Scale: 1.00-1.80 = Very Low; 1.81-2.60 = Low; 2.61-3.40 = Moderate; 3.41-4.20 = High; 4.21-5.00 = Very High

Source: Primary Data, 2024

The results indicated that overall top management commitment at Mukwano Industries was perceived as high ($M = 3.69$, $SD = 0.74$). This suggested that employees generally recognized and acknowledged management's dedication to organizational success. Strategic direction received the highest mean score ($M = 3.92$, $SD = 0.71$), indicating that respondents believed top management provided clear organizational vision, well-defined goals, and coherent strategic plans. This finding aligned with interview data where senior managers emphasized the company's five-year strategic planning process and regular strategic review meetings as evidence of leadership commitment to long-term organizational direction.

Resource allocation also scored highly ($M = 3.78$, $SD = 0.82$), reflecting employees' perception that management adequately provided financial, human, and technological resources necessary for operations. Respondents particularly acknowledged recent investments in modern manufacturing equipment and training programs as tangible demonstrations of management commitment. However, some operational staff noted during interviews that resource distribution was sometimes uneven across departments, with flagship divisions receiving preferential treatment over smaller units.

Employee engagement support received a high rating ($M = 3.62$, $SD = 0.88$), suggesting that management demonstrated concern for employee welfare, provided development opportunities, and recognized employee contributions. This was corroborated by qualitative data highlighting the company's scholarship programs for employees' children and regular recognition ceremonies for outstanding performers.

Communication and involvement scored the lowest, though still in the high range ($M = 3.45$, $SD = 0.95$). The relatively higher standard deviation indicated greater variability in perceptions regarding communication effectiveness. While some respondents reported regular departmental meetings and open-door policies, others, particularly operational staff, felt disconnected from decision-making processes and indicated that top management communication was often one-directional. This suggested an area requiring improvement to enhance overall management commitment effectiveness.

Descriptive Statistics for Organizational Performance

Table 3 presents descriptive statistics for organizational performance indicators.

Table 3: Descriptive Statistics for Organizational Performance Indicators (N=156)

Performance Indicator	Mean	Std. Deviation	Interpretation
Productivity Levels	3.85	0.79	High
Product Quality	4.02	0.68	High
Employee Job Satisfaction	3.57	0.91	High
Financial Performance	3.71	0.84	High
Market Competitiveness	3.68	0.87	High
Innovation and Adaptability	3.49	0.93	High
Overall Performance	3.72	0.72	High

Source: Primary Data, 2024

The overall organizational performance at Mukwano Industries was rated as high ($M = 3.72$, $SD = 0.72$), indicating generally positive performance outcomes. Product quality received the highest rating ($M = 4.02$, $SD = 0.68$), reflecting the organization's strong reputation for quality products in the market. This was attributed to stringent quality control systems and ISO certification processes that required consistent management support and resource commitment. Productivity levels also scored highly ($M = 3.85$, $SD = 0.79$), suggesting efficient operational processes and effective utilization of resources.

Financial performance received a high rating ($M = 3.71$, $SD = 0.84$), corroborated by secondary data showing consistent profitability and revenue growth averaging 12% annually between 2019 and 2022. Market competitiveness ($M = 3.68$, $SD = 0.87$) indicated that Mukwano Industries maintained strong market positions across its product categories, though facing increasing competition from both local and international manufacturers.

Employee job satisfaction scored moderately high ($M = 3.57$, $SD = 0.91$), with qualitative data revealing that while employees appreciated job security and fair compensation, some desired more career advancement opportunities and greater involvement in decision-making. Innovation and adaptability received the lowest score ($M = 3.49$, $SD = 0.93$), suggesting that while the organization performed well on established processes, there was room for improvement in fostering innovative culture and organizational agility.

Correlation Analysis

Table 4 presents Pearson correlation coefficients between top management commitment dimensions and organizational performance.

Table 4: Correlation Matrix Between TMC Dimensions and Organizational Performance (N=156)

Variable	1	2	3	4	5
1. Resource Allocation	1				
2. Strategic Direction	.672**	1			
3. Communication & Involvement	.581**	.645**	1		
4. Employee Engagement Support	.598**	.612**	.708**	1	



5. Organizational Performance	.756**	.721**	.638**	.685**	1
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Note: ** Correlation is significant at the 0.01 level (2-tailed)

Source: Primary Data, 2024

The correlation analysis revealed highly significant positive relationships between all top management commitment dimensions and organizational performance. Resource allocation demonstrated the strongest correlation with organizational performance ($r = .756, p < 0.01$), indicating that as management's commitment to providing adequate resources increased, organizational performance improved substantially. This strong relationship underscored the critical importance of tangible resource commitment in translating management intentions into actual performance outcomes.

Strategic direction also showed a strong positive correlation with organizational performance ($r = .721, p < 0.01$), confirming that clear strategic vision and direction-setting by top management significantly influenced organizational success (Nelson et al., 2023). Organizations with well-articulated strategies and consistent strategic leadership tended to achieve better performance outcomes as employees aligned their efforts with organizational goals.

Employee engagement support ($r = .685, p < 0.01$) and communication and involvement ($r = .638, p < 0.01$) both demonstrated strong positive correlations with organizational performance, though slightly lower than resource allocation and strategic direction. These findings suggested that while all commitment dimensions were important, the provision of tangible resources and clear strategic direction had more immediate impacts on performance, while communication and engagement factors contributed through indirect pathways such as enhanced motivation and organizational culture.

The intercorrelations among top management commitment dimensions ranged from .581 to .708, all significant at $p < 0.01$, indicating that these dimensions, while distinct, were interconnected components of overall management commitment. Organizations where management excelled in one commitment dimension tended to perform well in others, suggesting a holistic approach to management commitment rather than isolated initiatives.

Conclusions

The study concluded that top management commitment played a critical and multidimensional role in shaping organizational performance. All dimensions of top management commitment—resource allocation, strategic direction, communication and involvement, and employee engagement support were found to have strong, positive, and statistically significant relationships with organizational performance. This confirmed that improvements in any of these commitment areas were associated with corresponding improvements in performance outcomes.

It was particularly concluded that resource allocation had the most substantial influence on organizational performance. The very high correlation coefficient indicated that when top management ensured the availability of adequate financial, human, and material resources, organizational operations ran more efficiently, targets were more



easily achieved, and overall performance improved significantly. This showed that tangible support from management was the strongest driver of performance in the organizations studied.

The analysis further concluded that strategic direction was another powerful determinant of organizational performance. Organizations where top management provided a clear strategic vision, articulated priorities, and ensured consistent guidance tended to perform better. This emphasized that employees worked more effectively when the organization's direction was clear and leadership demonstrated consistency and purpose.

It was also concluded that communication and involvement, together with employee engagement support, had strong positive associations with organizational performance, although their effects were slightly less immediate compared to resource allocation and strategic direction. These findings suggested that while communication, involvement, and engagement initiatives played essential roles in shaping organizational culture, motivation, and teamwork, their contribution to performance often occurred through indirect pathways such as improved morale, reduced resistance, and enhanced cohesion.

Recommendations

Management needs to ensure that adequate resources are consistently made available to support operations. This involves prioritizing budget allocations, ensuring timely provision of materials, improving staffing levels, and removing operational obstacles that arise from resource shortages. When employees have the tools and support they require, performance outcomes improve significantly, and organizational goals become more attainable.

In addition to resource provision, top management should intensify efforts to offer clear strategic direction. This requires developing well-defined plans, setting realistic performance targets, and communicating long-term priorities that guide decision-making at all levels. Managers must also create a stable system through which these strategies are reviewed, adjusted, and aligned with changing organizational needs. By providing strong guidance and consistency, management will help employees understand their roles better and work with greater focus and effectiveness.

Management also needs to strengthen communication channels and increase involvement of employees in organizational processes. This includes establishing regular information-sharing platforms, allowing employees to contribute ideas, and creating opportunities for questioning and feedback. Transparent and inclusive communication ensures that staff members feel valued and remain aware of institutional expectations, resulting in stronger motivation and improved cooperation.

Furthermore, organizations must invest in employee engagement support. This means creating programs that enhance staff morale, such as recognition initiatives, regular performance feedback, capacity-building opportunities, and

supportive supervision. When employees feel appreciated and involved, they develop stronger commitment to their work, which ultimately boosts organizational performance.

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