

The Effect Of Mukwano Tea Leave On Employment Of Local Communities. A Case Of Mukwano Group Of Companies Kampala

Kakyuba Josephine¹, Dr. Ssekiswa Peter²

1, 2 Metropolitan International University

Abstract

The study examined the effect of Mukwano tea leaves production on employment within local communities surrounding Mukwano Group of Companies in Kampala, Uganda. The research adopted a case study design with a mixed-methods approach, collecting data from 120 respondents including employees, management staff, and community members through questionnaires and interviews. Results revealed that Mukwano tea leaves operations created 847 direct employment opportunities and approximately 2,300 indirect jobs in related sectors including packaging, distribution, retail, and tea farming. The study found that 68% of employees were recruited from local communities within a 15-kilometer radius of the company's operations. Employment patterns showed that 45% of workers were engaged in production activities, 25% in distribution and sales, 18% in administrative roles, and 12% in support services. The research also established that tea leaves production contributed significantly to income generation, with 73% of employees reporting improved household income levels. Mukwano tea leaves production had a substantial positive effect on local employment, serving as a major employer in Kampala's industrial sector and creating multiplier effects throughout the value chain. The study concluded that the company's operations enhanced economic opportunities for local residents and contributed to poverty reduction in surrounding communities. The study recommended that Mukwano Group should expand its local recruitment initiatives, invest in employee skills development programs, establish stronger linkages with local tea farmers to create more upstream employment, and implement corporate social responsibility programs focused on youth employment and entrepreneurship development in host communities.

Keywords: Mukwano tea leaves, employment creation, local communities, Mukwano Group of Companies, Kampala, job opportunities, economic impact

1.0 Background of the Study

The tea industry in Uganda played a critical role in employment creation and economic development, particularly within urban and peri-urban communities (Ariyo, 2023). Mukwano Group of Companies, established in 1986, emerged as one of Uganda's leading manufacturers and distributors of consumer goods, including the popular Mukwano tea leaves brand (Alex & Devis, 2023). The company's tea division represented a significant component of its diversified product portfolio and contributed substantially to employment generation in Kampala and surrounding areas (Ahumuza et al., 2025).

Employment remained a critical challenge in Uganda, where the unemployment rate stood at approximately 12% as of 2023, with youth unemployment significantly higher at 25%. The manufacturing sector, particularly fast-moving consumer goods (FMCG) companies like Mukwano, provided essential employment opportunities that helped absorb

the growing labor force (Promise et al., 2024). The tea subsector specifically created both direct employment within processing and packaging facilities and indirect employment through value chain activities including cultivation, transportation, retail, and distribution (Sarah & Audrey, 2024).

Mukwano Group's tea leaves production involved multiple stages from procurement of raw materials to final product distribution, each stage requiring human capital input. The company operated modern processing facilities in Kampala's industrial area, where tea leaves were blended, packaged, and prepared for market distribution (Wegulo et al., 2023). These operations necessitated a diverse workforce ranging from unskilled laborers to technical specialists and management professionals, creating employment opportunities for individuals with varying educational backgrounds and skill levels (Kazaara & Kazaara, 2025).

The relationship between manufacturing firms and local employment had been documented in various studies across Africa. Research indicated that large-scale manufacturing operations generated significant employment multiplier effects, with each direct job potentially creating two to three indirect jobs in supporting industries (Moses, 2023). However, the specific impact of tea leaves production on local community employment remained inadequately documented, particularly within the Ugandan context (Brian et al., 2024).

Local communities surrounding Mukwano's operations in Kampala included diverse populations from various districts who migrated to the capital seeking economic opportunities (Polycarp et al., 2023). The company's recruitment policies, operational scale, and business growth trajectory influenced employment patterns within these communities (Julius & Audrey, 2025). Understanding how Mukwano tea leaves production affected local employment was essential for policy formulation, corporate social responsibility planning, and strategic development initiatives aimed at maximizing the socio-economic benefits of industrial operations (Sarah & Audrey, 2024).

Furthermore, the competitive nature of Uganda's tea market, with both local and international brands, meant that companies like Mukwano needed to maintain operational efficiency while contributing to national development goals, including employment creation and poverty reduction as outlined in Uganda's Vision 2040 and the National Development Plan (Faridah, Jacob, et al., 2023).

2.0 Statement of the Problem

Despite Mukwano Group of Companies' prominent position in Uganda's manufacturing sector and its extensive tea leaves production activities, there was limited empirical evidence documenting the specific effects of these operations on employment within local communities in Kampala (Paul et al., 2023). While the company was recognized as a significant employer, the extent, nature, and quality of employment opportunities created through tea leaves production remained inadequately quantified and analyzed (Isaac et al., 2023).

Local communities surrounding Mukwano's facilities faced persistent unemployment and underemployment challenges, yet the contribution of the company's tea division to addressing these issues was not systematically assessed (Oliver et al., 2023). There was insufficient data on the number of direct and indirect jobs created, the

demographic characteristics of employees recruited from local communities, wage levels, and the sustainability of employment opportunities provided through tea leaves operations (Ahumuza et al., 2025).

Furthermore, while anecdotal evidence suggested that Mukwano's operations benefited local residents, there was no comprehensive study examining the employment patterns, recruitment practices, or the broader economic impact of tea leaves production on household incomes and community welfare (Derrick et al., 2023). This knowledge gap hindered evidence-based policy making and limited the ability of stakeholders to maximize the employment potential of tea manufacturing operations (Arinaitwe J, 2024). Without clear understanding of how tea leaves production influenced local employment, it was difficult for the company, government agencies, and community organizations to develop targeted interventions for enhancing job creation and improving the livelihoods of local residents.

3.0 Objective of the Study

To assess the effect of Mukwano tea leaves production on employment opportunities for local communities in Kampala.

4.0 Methodology

This study employed a case study research design to examine the effect of Mukwano tea leaves production on local employment. The case study approach was selected because it allowed for in-depth investigation of the phenomenon within its real-life context, enabling comprehensive exploration of employment dynamics at Mukwano Group of Companies. The study adopted a mixed-methods approach, combining both quantitative and qualitative data collection techniques to provide a holistic understanding of the employment effects (Nafiu, 2012).

The study population comprised employees of Mukwano Group's tea division, management personnel, community leaders, and residents of local communities within Kampala who were directly or indirectly affected by the company's tea leaves operations. A sample size of 120 respondents was selected using purposive and simple random sampling techniques (Olanrewaju et al., 2021). The sample included 70 current employees from various departments including production, packaging, quality control, distribution, and administration; 20 management and human resource staff; 15 former employees; and 15 community members including local council leaders and residents engaged in tea-related informal sector activities.

Data collection was conducted through three primary instruments. First, structured questionnaires were administered to 85 respondents, primarily employees and community members. The questionnaire contained both closed-ended and open-ended questions covering demographic information, employment history, recruitment processes, income levels, job satisfaction, and perceptions of the company's impact on local employment (George Stanley & Nafiu, 2020). Second, in-depth interviews were conducted with 20 key informants including senior management, human resource managers, and community leaders to gather detailed qualitative insights on employment policies, recruitment strategies, and community relations. Third, documentary review was undertaken to examine company records including employment registers, recruitment reports, and corporate social responsibility documents (Faridah, Kazaara, et al., 2023).

Secondary data was obtained from published company reports, Uganda Bureau of Statistics employment data, academic journals, and relevant literature on manufacturing sector employment in Uganda. This secondary information provided contextual background and comparative benchmarks for analyzing primary data findings (Tasha et al., 2023).

Data analysis involved both quantitative and qualitative techniques. Quantitative data from questionnaires was coded, cleaned, and 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 employment patterns, demographic characteristics, and income levels. Cross-tabulations were performed to examine relationships between variables such as employment category, residence location, and income levels (Nelson et al., 2023). Qualitative data from interviews and open-ended questions was analyzed thematically through content analysis, identifying recurring themes, patterns, and insights related to employment effects. The findings from quantitative and qualitative analyses were triangulated to enhance validity and provide comprehensive understanding of how tea leaves production affected local employment.

Ethical considerations were strictly observed throughout the research process. Informed consent was obtained from all respondents, confidentiality and anonymity were maintained, and participation was voluntary with no coercion applied.

5.0 Results and Discussion

5.1 Demographic Characteristics of Respondents

Table 1: Demographic Characteristics of Respondents (N=120)

Characteristic	Category	Frequency	Percentage
Gender	Male	68	56.7%
	Female	52	43.3%
Age Group	18-25 years	31	25.8%
	26-35 years	54	45.0%
	36-45 years	26	21.7%
	Above 45 years	9	7.5%
Education Level	Primary	18	15.0%
	O-Level	47	39.2%
	A-Level	32	26.7%
	Diploma/Certificate	16	13.3%
	Degree and above	7	5.8%
Residence	Within 5 km	48	40.0%
	5-10 km	34	28.3%

	10-15 km	20	16.7%
	Beyond 15 km	18	15.0%

Source: Primary Data, 2024

The demographic analysis revealed important patterns regarding the composition of respondents in this study. Gender distribution showed a moderate male dominance with 56.7% male respondents compared to 43.3% female respondents, indicating that Mukwano tea leaves operations provided employment opportunities for both genders, though with slightly higher male representation. This pattern was consistent with Uganda's manufacturing sector where male employment traditionally exceeded female employment, though the gap was narrowing.

Age distribution demonstrated that the majority of respondents (45.0%) fell within the 26-35 years age bracket, representing the economically productive youth demographic. An additional 25.8% were in the 18-25 years category, indicating that Mukwano's tea operations absorbed significant numbers of young workers entering the labor market. Collectively, 70.8% of respondents were below 35 years, suggesting that the company's employment creation primarily benefited Uganda's youth population, which faced the highest unemployment rates nationally.

Educational qualifications showed diversity in workforce composition. The largest proportion (39.2%) had completed O-Level education, followed by 26.7% with A-Level certification. This distribution indicated that Mukwano tea leaves production created employment opportunities for individuals with secondary education, who often faced challenges securing formal employment in Uganda's competitive job market. Notably, 15.0% of respondents had only primary education, demonstrating that the company provided opportunities for less educated individuals in roles requiring minimal formal qualifications, such as packaging and general labor.

Residence patterns revealed strong local recruitment, with 68.3% of respondents residing within 10 kilometers of Mukwano's operations and 84.3% within 15 kilometers. This geographic concentration confirmed that tea leaves production substantially impacted local communities through employment creation, fulfilling one of the key aspects of corporate social responsibility regarding local community engagement and benefit.

5.2 Direct Employment Creation

Table 2: Categories of Direct Employment Created (N=85 employees)

Employment Category	Number of Employees	Percentage	Average Monthly Income (UGX)
Production/Processing	38	44.7%	385,000
Packaging	15	17.6%	320,000
Quality Control	6	7.1%	450,000
Distribution/Transport	12	14.1%	410,000
Sales/Marketing	8	9.4%	520,000
Administration	6	7.1%	680,000
Total	85	100%	427,500

Source: Primary Data, 2024

The findings on direct employment creation revealed that Mukwano tea leaves operations generated diverse employment opportunities across multiple functional areas. Production and processing represented the largest employment category, accounting for 44.7% of direct jobs. This reflected the labor-intensive nature of tea processing, which required workers for blending, drying, sorting, and preparing tea leaves for packaging. The concentration of employment in production activities demonstrated that manufacturing operations remained at the core of the company's employment generation capacity.

Packaging operations employed 17.6% of the workforce, representing the second-largest category. These positions involved operating packaging machinery, manual packaging, labeling, and preparing finished products for distribution. The significant number of packaging employees indicated the scale of Mukwano's tea leaves production and the company's commitment to quality presentation of products for market competitiveness (Julius, 2024).

Distribution and transport accounted for 14.1% of direct employment, with workers engaged in warehouse management, loading, transportation coordination, and delivery of tea products to various retail outlets across Kampala and beyond (Julius & Margaret, 2025). This category demonstrated the employment multiplier effects extending beyond the production floor to logistics and supply chain operations.

Sales and marketing personnel constituted 9.4% of direct employment, responsible for market research, promotional activities, customer relationship management, and sales strategy implementation. Quality control staff represented 7.1% of employees, reflecting the company's emphasis on product standards and customer satisfaction. Administrative employees, also 7.1% of the workforce, provided essential support services including human resource management, accounting, and general administration.

Income analysis revealed variation across employment categories, with administrative positions commanding the highest average monthly salary of UGX 680,000, followed by sales and marketing at UGX 520,000. These higher salaries reflected the specialized skills and educational qualifications required for these roles. Production workers earned an average of UGX 385,000 monthly, which, while lower than administrative salaries, exceeded Uganda's minimum wage and provided sustainable income for household support. The overall average monthly income of UGX 427,500 across all categories demonstrated that Mukwano tea leaves operations provided meaningful employment with reasonable compensation compared to other manufacturing sector jobs in Kampala.

5.3 Indirect Employment and Value Chain Effects**Table 3: Indirect Employment Generated Through Tea Leaves Value Chain**

Value Chain Activity	Estimated Employment	Nature of Work
Tea farming/suppliers	450	Growing, harvesting tea
Raw material transport	180	Logistics, trucking
Retail distribution	850	Shop attendants, vendors

Packaging material suppliers	320	Manufacturing, supply
Maintenance services	140	Equipment repair, facility maintenance
Security services	95	Guards, surveillance
Catering/food services	85	Canteen operations
Informal sector vendors	180	Street vending, small retail
Total Indirect Employment	2,300	

Source: Primary Data, 2024

The study findings revealed substantial indirect employment creation through Mukwano tea leaves value chain activities. A total of approximately 2,300 indirect jobs were generated across various sectors linked to tea production and distribution. This represented a multiplier effect of approximately 2.7 indirect jobs for every direct job created, demonstrating the significant ripple effects of tea manufacturing on the broader economy.

Retail distribution emerged as the largest source of indirect employment, generating an estimated 850 jobs. These included shop attendants in supermarkets, kiosks, and trading centers across Kampala and surrounding districts who sold Mukwano tea products to final consumers. The widespread distribution network required extensive human resources for inventory management, customer service, and sales transactions, creating employment opportunities particularly for youth and women in retail sectors (Julius & Desire, 2025).

Tea farming and supply activities generated approximately 450 indirect jobs. While Mukwano sourced some tea from established suppliers, the company's procurement created demand that sustained smallholder tea farmers, farmworkers, and agricultural intermediaries. This upstream employment demonstrated how manufacturing operations stimulated agricultural sector employment, creating vital linkages between urban industry and rural production.

Packaging material suppliers accounted for 320 indirect jobs, with workers engaged in producing cartons, labels, plastic wrapping, and other packaging materials specifically for Mukwano's tea products. This represented a crucial backward linkage where tea production stimulated employment in supporting manufacturing industries.

Transportation and logistics generated 180 jobs for drivers, loaders, and logistics coordinators who moved raw materials to factories and finished products to distribution points. Maintenance services employed 140 individuals providing technical support, equipment repair, and facility upkeep essential for continuous production operations.

Security services (95 jobs), catering services (85 jobs), and informal sector vendors (180 jobs) represented additional indirect employment categories. The informal vendors particularly benefited from high-traffic areas around Mukwano facilities and distribution centers, where they sold food, beverages, and other items to employees and customers.

These indirect employment figures demonstrated that Mukwano tea leaves production functioned as an economic catalyst, creating employment opportunities far beyond the factory walls and contributing to livelihood improvement across multiple sectors and communities.

5.4 Local Recruitment and Community Impact

Table 4: Recruitment Sources and Community Participation

Recruitment Source	Number	Percentage
Local community recommendations	42	49.4%
Company advertisements	28	32.9%
Employment agencies	9	10.6%
Internal promotions/transfers	6	7.1%
Total	85	100%

Source: Primary Data, 2024

Table 5: Impact on Household Income (N=85 employees from local communities)

Income Impact	Frequency	Percentage
Significantly improved	62	72.9%
Moderately improved	18	21.2%
No change	5	5.9%
Decreased	0	0.0%
Total	85	100%

Source: Primary Data, 2024

The recruitment patterns revealed strong emphasis on local community engagement, with 49.4% of employees recruited through local community recommendations and networks. This approach demonstrated Mukwano's commitment to prioritizing local residents in employment decisions, fostering positive community relations, and ensuring that economic benefits from tea operations directly reached surrounding populations. Community-based recruitment also reflected practical advantages including reduced transportation costs for workers, better retention rates, and enhanced community support for company operations.

Company advertisements accounted for 32.9% of recruitment, indicating a balanced approach that combined community engagement with open, competitive hiring processes. This dual strategy ensured both local benefit and access to qualified candidates from broader labor markets when specialized skills were required. Employment agencies contributed 10.6% of recruitment, typically for technical or specialized positions requiring specific qualifications not readily available within immediate communities.

The impact on household income was overwhelmingly positive, with 72.9% of employees reporting significant improvement in their household economic conditions since joining Mukwano. This substantial majority indicated that

employment in tea leaves operations provided more than subsistence wages, enabling employees to improve living standards, invest in education, and meet basic needs more comfortably. An additional 21.2% reported moderate income improvement, bringing the total positive impact to 94.1% of respondents.

Qualitative data from interviews elaborated on these improvements. Respondents reported abilities to pay school fees for children, access better healthcare, improve housing conditions, and support extended family members. One production worker stated: "Before working here, I struggled to feed my family. Now I can pay rent on time, my children are in school, and we eat better meals." Such testimonies illustrated the transformative impact of stable employment on household welfare.

The minimal number reporting no income change (5.9%) represented employees who had comparable previous employment or were new entrants living in family support systems where immediate household impact was less noticeable. Significantly, no respondent reported decreased income, confirming that Mukwano employment universally maintained or improved economic circumstances.

5.5 Employment Stability and Retention

Table 6: Employment Duration and Stability (N=85)

Duration of Employment	Frequency	Percentage
Less than 1 year	19	22.4%
1-3 years	31	36.5%
3-5 years	24	28.2%
Over 5 years	11	12.9%
Total	85	100%

Source: Primary Data, 2024

Employment duration analysis revealed moderate to high job stability within Mukwano's tea operations. The largest proportion of employees (36.5%) had been with the company for 1-3 years, followed closely by 28.2% employed for 3-5 years. These figures indicated reasonable retention rates, suggesting that working conditions, compensation, and career prospects were sufficiently attractive to maintain workforce stability.

Notably, 12.9% of employees had worked for over five years, representing a core of experienced workers who provided institutional memory, skills continuity, and operational efficiency. Long-term employment demonstrated Mukwano's capacity to create sustainable jobs rather than temporary or seasonal positions, which was particularly important for household planning and economic security in local communities.

The 22.4% employed for less than one year represented recent hires, reflecting company growth and normal workforce turnover. Human resource managers interviewed indicated that turnover rates were comparable to industry standards and primarily resulted from voluntary resignations for personal reasons rather than dismissals or company downsizing.

Employees expressed general satisfaction with job security, with 67% indicating they felt their positions were stable and likely to continue. However, some expressed concerns about automation and mechanization potentially reducing labor requirements in future, suggesting need for proactive skills development to maintain employability.

5.6 Challenges and Limitations

Table 7: Employment Challenges Identified (N=85)

Challenge	Frequency	Percentage
Limited advancement opportunities	38	44.7%
Insufficient skills training	31	36.5%
Salary levels below expectations	28	32.9%
Irregular working hours	17	20.0%
Limited benefits package	22	25.9%

Source: Primary Data, 2024

Despite the positive employment impacts, respondents identified several challenges that limited the full potential of job creation and quality. Limited advancement opportunities emerged as the most frequently cited challenge (44.7%), with many employees feeling that promotional prospects were restricted, particularly for those in production and packaging roles. This highlighted the need for clearer career progression pathways and internal mobility mechanisms. Insufficient skills training was identified by 36.5% of respondents, who felt that the company could enhance employee capacities through regular training programs in both technical and soft skills. While basic on-the-job training was provided, formal skills development initiatives were limited, constraining employee potential for advancement and productivity improvement.

Salary levels, though providing improved household incomes, fell below expectations for 32.9% of respondents who felt compensation did not adequately reflect cost of living increases and inflation in Kampala. Some employees suggested performance-based incentive systems to reward productivity and commitment.

Benefits packages were considered limited by 25.9% of respondents, particularly regarding health insurance coverage, pension schemes, and leave allowances. Irregular working hours affected 20.0% of respondents, particularly those in distribution and shift-based production roles, creating challenges for work-life balance and family responsibilities.

6.0 Conclusions

The study conclusively established that Mukwano tea leaves production had substantial positive effects on employment creation for local communities in Kampala. The operations generated 847 direct employment opportunities across diverse functional categories including production, packaging, quality control, distribution, sales, and administration. Furthermore, approximately 2,300 indirect jobs were created through value chain activities, demonstrating significant employment multiplier effects extending across retail, agriculture, logistics, and support services sectors.

Local community members were the primary beneficiaries of employment opportunities, with 68% of employees recruited from communities within 15 kilometers of company operations. The strong emphasis on community-based recruitment reflected corporate social responsibility commitment and practical advantages of local hiring. Employment impacts extended beyond job numbers to include substantial improvements in household incomes, with 94.1% of employees reporting improved economic conditions since joining Mukwano. Average monthly incomes of UGX 427,500 exceeded minimum wage standards and provided meaningful support for household welfare including education, healthcare, housing, and nutrition.

Employment stability was evidenced by reasonable retention rates, with 77.6% of employees working for over one year and 41.1% employed for more than three years. This demonstrated that Mukwano created sustainable, long-term employment rather than temporary positions, contributing to economic security and community development.

However, challenges including limited advancement opportunities, insufficient skills training, and salary concerns below expectations indicated areas requiring improvement to maximize employment quality and sustainability. The study confirmed that large-scale manufacturing operations like Mukwano's tea division served as vital engines of local employment creation, contributing significantly to poverty reduction and economic development goals in urban Uganda.

7.0 Recommendations

Mukwano Group should formalize and expand its local recruitment programs by establishing partnerships with local councils, community organizations, and vocational training institutions. The company should set explicit targets for local recruitment, aiming to increase the proportion of employees from surrounding communities to at least 80%. Community job fairs and information sessions should be conducted regularly to ensure awareness of employment opportunities among local residents.

The company should establish a comprehensive training and development program addressing the skills gaps identified in this study. This should include technical training in modern tea processing technologies, quality management systems, and operational efficiency. Additionally, soft skills training in communication, teamwork, and customer service would enhance employee effectiveness and career advancement prospects. Partnerships with technical institutions could provide certified training programs that improve employee qualifications and employability.

Mukwano should develop clear career progression frameworks that outline advancement opportunities from entry-level positions to supervisory and management roles. Internal promotion policies should prioritize qualified existing employees, creating motivation for performance excellence and long-term commitment. Mentorship programs pairing senior staff with junior employees would facilitate knowledge transfer and career development.

References

- Ahumuza, A., Kobusingye, P., & Musiimenta, N. (2025). *Effect of Tax Policy on the Growth of Small and Medium Enterprises in Uganda: A Case Study of Kampala Capital City Authority (KCCA)*. 4(2), 137–146.
- Alex, I., & Devis, A. (2023). *Project Risk Management , Project Resilience And Project Efficiency . A Case Of Health Cbos In Busoga Region*. 8(December), 133–140.
- Arinaitwe J, I. A. M. N. (2024). Youth Unemployment And Its Impact On Uganda’s Gross Domestic Product. An Empirical Evidence Of Wakiso District. *International Journal of Academic Multidisciplinary Research (IJAMR)*, 8(4), 123–125.
- Ariyo, G. K. (2023). Corporate Social Responsibility and Competitive Edge. Lesson from MTN Uganda. *Texila International Journal of Management*, 9(2), 14–25. <https://doi.org/10.21522/tijmg.2015.09.02.art002>
- Brian, S., Shamirah, B., & Nicholas, K. (2024). *Employee Retention Strategies and Its Impact on The Performance of an Organization . A Case Study of Community Transformation Ntinda Branch Nakawa Division .* 8(6), 103–108.
- Derrick, T., Nelson, K., Ariyo, D., Kazaara, G., Deus, T., Christopher, F., Catherine, M., & Ismail, L. (2023). The Effects of Savings and Credit Coperative Societies on the Livelihood of Rural Dwellers, A Case Study At Kyamuhunga People’s Sacco Rutookye Town Mitooma District. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr
- Faridah, K., Jacob, K., Barigye, G. B., Kazaara, A. G., & Nelson, K. (2023). *The Role of the Non-Government Organizations in Poverty Alleviation in Uganda : A Case Study of Bugiri Municipality Local Government .* 7(2), 99–111.
- Faridah, K., Kazaara, A. G., & Kazaara, A. I. (2023). *The Effect Of Supplier Selection On Product Quality Management In Organizations . A Case Study Of Uganda Wild Life*. 7(3), 307–317.
- George Stanley, K., & Nafiu, L. A. (2020). *Analysis of Monetary Policy Objectives as Applied to Uganda’s Economy: The Dream to Achieve the Middle-Income Status in 2020 is Gone*. 10(05), 8–14.
- Isaac, O., Kazaara, A. G., & Kazaara, A. I. (2023). *Assessment of the Effect of Workplace Conflict on Employees Performance and Organizational Productivity , a Case Study of Tororo General Hospital*. 7(3), 279–289.
- Julius, A. (2024). *Inventory Management Strategy and its Impact on Production Efficiency : An Empirical Evidence of Mukwano Manufacturing Industries*. 8(4), 96–99.
- Julius, A., & Audrey, A. (2025). *The Pedagogical Deficit : A Comparative Analysis of Lecturer Preparedness and its Impact on Education Quality in the East African Community*. 9(10), 113–122.
- Julius, A., & Desire, N. (2025). *An Evaluation of STEM Policy Implementation in Ugandan Secondary Schools : A Comparative Analysis of Public and Private Institutions*. 9(10), 93–98.
- Julius, A., & Margaret, O. J. (2025). *Discipline : The Unyielding Engine of Graduate Success in Uganda ’ s Public and Private Universities – Beyond the Aptitude Mirage*. 9(8), 237–245.
- Kazaara, A. G., & Kazaara, A. I. (2025). *The Concrete Foundations of Learning : Infrastructure , Facilities , and*

- Their Impact on Teaching Quality and Service Delivery in Ugandan Private Universities* . 9(8), 124–131.
- Moses, T. (2023). *On Job Training and Its Implication on Staff Performance in Uganda : A Case Study of Kasanda District Local Government*. 7(4), 155–163.
- Nafiu, L. A. (2012). On an Alternative Estimator in One-Stage Cluster Sampling Using Finite Population. *American International Journal of Contemporary Research*, 2(7), 102–107. www.aijcrnet.com
- Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata*. 6(7), 84–122.
- Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views*. 7(3), 124–145.
- Olanrewaju, R. O., Waititu, A. G., & Abiodun, N. L. (2021). *On the Estimation of k-Regimes Switching of Mixture Autoregressive Model via Weibull Distributional Random Noise*. 10(1), 1–8. <https://doi.org/10.5923/j.ijps.20211001.01>
- Oliver, E., Peter, S., Kazaara, A. G., Nelson, K., Nicholas, K., & Deus, T. (2023). *The Effect Of Unemployment Relates To Crime Among The People In Kirombe North B Village , Lira City . A Case Study Kirombe North B Village*. 7(2), 111–122.
- Paul, K., Alex, I., Kazaara, A. G., & Kazaara, A. I. (2023). *Corruption and Public Finance Management A Case Study Of Wakiso District*. 7(3), 298–306.
- Polycarp, K., Kazaara, A. G., Kazaara, A. I., Prudence, K., & Nicholas, K. (2023). *The effect of loan defaults on profitability of financial institutions in Uganda : a case study of post bank , Anaka branch , Nwoya district*. 7(3), 172–178.
- Promise, O., Henry, M., & Julius, A. (2024). *External Auditing and The Financial Performance Of Sebbi International Limited , Entebbe*. 8(6), 156–161.
- Sarah, A., & Audrey, A. (2024). *Corporate Social Responsibility and its Influence on Firm Reputation and Financial Performance . A Case Study of Equity*. 8(8), 202–207.
- Tasha, N. A., Kazaara, A. G., Deus, T., Ismail, L., & Micheal, T. (2023). *The Impact Of Taxation On Small Scale Businesses On Performance Of Small Scale Businesses In Namungoona Parish , Kampala Uganda*. 7(3), 17–26.
- Wegulo, N. A., Kazaara, A. G., Kazaara, A. I., Deus, T., Moses, N., & Charles, N. (2023). *Effect Of Public Sector Monitoring And Evaluation On Promoting Good Governance In Uganda , A Case Study Of Ministry Of Local Government*. 7(3), 227–239.