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THE IMPACT OF OCCUPATIONAL SAFETY AND HEALTH ON EMPLOYEES PERFORMANCE

**A CASE STUDY OF HIMA CEMENT INDUSTRY
KASESE DISTRICT – WESTERN UGANDA**

BY

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DEGREE IN HUMAN RESOURCE MANAGEMENT OF KAMPALA
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DEDICATION

To my beloved wife, Mrs. Beatrice Meso, my daughters: Musoki Asnas, Biira Constance, Kabugho Easter and Mbambu Jackline.

Acknowledgement

I am indebted to my dad Mr. Muhundo Augustine whose assistance has made me successful in this struggle.

Also I am deeply grateful to my brother and sister, Meso Israel and Kyakumwa Jovia respectively, who have used their resource to make sure that I accomplish this noble course.

Many people who gave me support, both materially, spiritually and socially share credit for this noble work. Among others are; Mr. Thembo Fenahasi, Baluku Jocus, Bwambale Black and Kitimbwe Mustafa, who contributed materially; Magwara Stella and Biira Lois contributed socially; and lastly Kibwana Abraham who gave academic assistance.

DECLARATION

I, Meso Jonathan, do hereby declare that the work herein is of my own origin and to the very best of my knowledge. It has never been submitted for any award in and outside Kampala International University.

Signature.......... Date...25.9.07.....

Abstract

This handbook is a research report composed of five basic chapters. Contained in the first chapter is an introduction, statement of the problem; and the background to the study; which introduces what the book is all about. The objectives of the study and research questions reveal what the researcher investigated in the field.

The significance of the study brings out how this study will be useful to other users of the book; while the scope of the study identify the study area.

Chapter two brings out all the literature relevant to the topic of the study. This chapter covers relationship between occupational safety and health and employee performance, causes industrial accidents/hazards, accident proneness, impact of occupational safety and health on employee performance, and prevention of industrial accidents and hazards.

Chapter three deals with the methods used while collecting data, and limitations to the study.

Lastly, chapter four and five explains data presentation, discussion, recommendations, conclusions and summary respectively.

Approval

From topic selection, proposal writing, and final report writing; the researcher has been under the guidance and supervision of Mr. Rutagenda Micheal.

SIGNATURE.....*Rutagenda*..... DATE.....*15/10/07*.....

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CHAPTER ONE

1.0 INTRODUCTION

For a company to achieve quality, its employees must be focused to the overall objectives of the company. It is therefore the concern of management to provide a conducive workplace atmosphere in which employees will effectively achieve the expected quality product.

Occupational safety and health is the preventive care given to a workman against workplace hazards.

Health and safety is necessary for employees' performance.

Article 39 of the constitution of the Republic of Uganda (1995) states that every Ugandan has a right to clear and healthy environment.

Section 4 of this article gives power to parliament to enact the following laws:-

- To provide for the right of persons to work under satisfactory, safe and healthy conditions.
- To ensure that every worker is accorded rest and reasonable working hours and periods of holidays with pay as well as remuneration for public holidays.

1.1 BACKGROUND TO THE STUDY

Occupational safety and health is necessary for better employees' performance. In many industrial establishments, safety and health has been neglected and this has environment makes workmen un-lock their potentials, which brings about the achievement of the company's goals. There is increased productivity, improved quality and better employee-management relationships.

At Hima Cement Industry, which has been chosen for the purpose of this study, several safety and health related hazards, which take the form of injuries and deaths due to accidents, ill-health and employee stress have taken place.

The result of all this safety and health problems has been increased employee grievances, low productivity due to labour turnover and a poor relationship between employees and management.

It is upon this background that has prompted the researcher to investigation into this problem so as to provide suitable solutions.

1.2 STATEMENT OF THE PROBLEM

If it takes you one hour to read chapter, during that time two persons will have been killed and 240 injured at work in the United States" (Accident Factor, 1966 Edition P. 12)

The above statement indicates that the life of the industrial worker in the United States is at stake.

However, such a phenomenon varies from industry to industry and country to country. At Hima Cement Industry such a phenomenon has been reflected by the occurrence of an accident involving the death of an employee, Baluku Misach, an engineer at the plant when a hammer dropped from the top of the cement processing plant down on to his head.

In addition to the above accident occupational related diseases such as lung cancer and chest pain have been diagnosed from some employees working with Hima Cement Industry. It is upon this phenomenon that the researcher wants to investigate the impact of such circumstances on the performance of employees.

1.3.0 OBJECTIVES OF THE STUDY

1.3.1 GENERAL OBJECTIVES

The overall objectives of this study are to ascertain the impact of occupational safety and health on employees' performance at Hima Cement Industry.

1.3.2 SPECIFIC OBJECTIVES

- To determine the relationship between health and safety and employees performance
- To identify the causes of industrial accidents and hazards
- To determine the causes of accident proneness amongst employees
- To establish the impacts of occupational safety health on employees performance.
- To identify the possible preventive measures against industrial accidents.

1.1 RESEARCH QUESTIONS

- Is there a relationship between safety and health and employee performance?
- Does low technical know-how account for most industrial accident?
- Does work environment account for accident proneness?
- Does safety and health increase employees' performance?
- Does employees training prevents industrial accidents?

1.2 PURPOSE OF THE STUDY

This study seeks to investigate the impact occupational safety and health on employees' performance at Hima Cement Industry.

1.3 SIGNIFICANCE OF THE STUDY

- The information put forward by this research is hoped to provoke the local and international community to condemn practices of employers having negative towards providing a conducive workplace environment for employees.

- The data this research intends to gather is hoped to be enshrined by the management of Hima Cement Industry as a reference when determining employees' attitudes towards poor working conditions and how they can use the information gathered to rectify the situation.
- The data will also provide information that will be used by other stake holders like trade union organization to fight for the rights and interests of employees working with Hima Cement Industry.
- The research will provide an insight to other companies where occupational safety and health is not put into consideration.
- The data collected will also be used by other students from universities and colleges undertaking such similar projects as a source of information.

1.4 SCOPE OF THE STUDY

1.7.1 THE CONTENT SCOPE

This study will only investigate the impact occupational safety and health on employees' performance within the workplace. Any safety and health problems on employees of Hima Cement outside the industry will not be considered for the purpose of this study.

1.7.2 THE GEOGRAPHICAL SCOPE

The study will be conducted at Hima Cement Industry in Hima Town Council, Kasese District, Western Uganda.

Hima Cement Industry is located on Kasese-Fort Portal Highway, just on the right as you reach Hima town when traveling from Kasese to Fort Portal.

It is approximately 330km from Kampala to Hima Town and it takes 4 hours to travel from Kampala city to Hima via Kampala- Mubende highway.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter seeks to provide an analytical review of the facts that have been put forward by other scholars both theoretically and empirically in the selected areas of occupational safety and health.

It will include facts on relationships between safety and health and employees' performance, nature and causes of industrial accidents, impacts of occupational safety and health on employees' performance and preventive measures against industrial accidents.

2.1 OVERVIEW

Occupational safety and health are preventive methods put in place to prevent the occurrence of accidents, injury and other occupational hazards, which may affect the performance of employees (<http://pre2003//03.stm.fi/English/eho/ocuhealth>)

According to the I.L.O workman's compensation Act 1923; an industrial injury is a personal injury to an employee which has been caused by an accident or an occupational disease and which arise out of or in the cause of employment, and which entitle such an employee to a compensation.

The I.L.O factories Act 1948; defines an accident as an occurrence in an industrial establishment causing bodily injury to a person which makes him unfit to resume his duties in the next 48 hours.

The joint I.L.O/WHO committee on organizational health, industrial health is;

- Prevention and maintenance of physical, mental and social well-being of workers in all occupations;
- Prevention among workers of ill-health caused by the working conditions;

- Protection of workers in their employment from risks resulting from factors adverse to health;
- Placing and maintenance of the worker in an occupational environment adapted to his physical and psychological equipment.

2.2 RELATIONSHIP BETWEEN SAFETY AND HEALTH AND EMPLOYEES PERFORMANCE

Veil observes that the aim of industrial hygiene is “the promotional and maintenance of the highest degree of physical, mental and social well being of workers; the prevention of factors which make for ill-health in the working conditions; their production in their occupation from risks arising from factors which are adverse to the maintenance of the workers in an occupational environment which is adapted to his psychological and physiological equipment; and to summarize the adaptation of work to man and each man on his job”

The symptoms of bad health and safety are a high rate of absenteeism and labour turnover, industrial discontent and indiscipline, poor performance and low productivity.

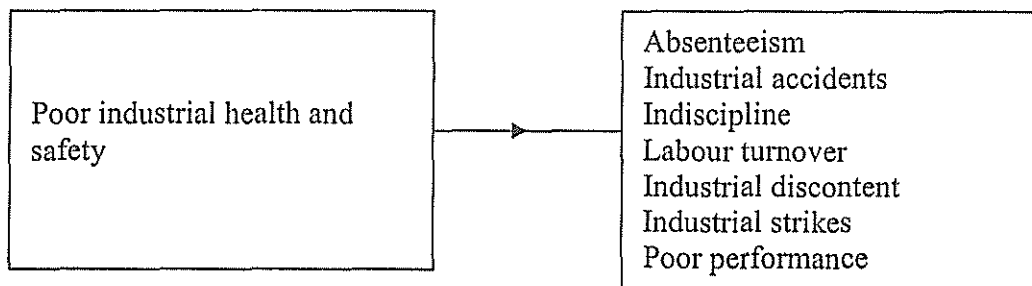


Figure 1. Shows the symptoms of poor industrial safety and health

2.3 CAUSES OF INDUSTRIAL ACCIDENT AND HAZARDS

The causes of industrial accidents and hazards are summarized in Hedrick's theory, "the chain of injury occurrence" thus:

1. An injury occurs only as a result of an accident.
2. An accident occurs only as a result of an unsafe act or both.
3. Unsafe conditions or unsafe acts exist only because of faults on the parts of
Persons, and
4. Faults of persons are inherent or acquired from the environment."

Independent Variables

Unsafe work conditions
Work stress
Alcoholism and dry addiction
Un train of employee
Boredom and fatigue
Defective equipment
Un guarded equipment
Lack of safety devices
Poor machinery handling

Dependent Variables

Industrial
accident and
hazards

Figure 2 shows causes of industrial accidents and hazards

2.4 ACCIDENT PRONENESS

Accident proneness refers to something in the biological and psychological make up of these individuals that predisposes them to have "more than their shares" of accidents. They are "accident repeaters"

In attempt to explain the causes of accident proneness, Kerr gave two theories; i.e the goal freedom alertness theory, and the adjustment stress theory.

The goal freedom alertness theory; This theory states that accidents tend to work environment that is not conducive to high level of alertness.

The richer the climate in economic and psychological opportunities, the higher the level of alertness.

The theory proposes that if the work climate provides the freedom to set reasonably attainable goals, the worker feels himself to be a significant participant, and this in turn leads to habits of alertness, problem raising, problem solving.

The adjustment stress theory; This theory holds that un usual, negative, distracting stress upon the individual increases his liability to accident. Negative stress include diseases, toxic material, excess temperature, poor illumination, excessive noise level, and excessive physical work strain Kerr states that it seems wise to emphasize that both of these theories of safety complement each other, as well as the existing proneness

2.5 IMPACT OF OCCUPATIONAL SAFETY AND HEALTH ON EMPLOYEE PERFORMANCE

The symptoms of bad health and safety are a high rate of absenteeism due to ill health, industrial discontent and strikes, a high level of accident proneness among employees, indiscipline; all these contribute to poor performance and low productivity.

Safe and health work place environment promotes morale amongst employees, which increases employee performance.

(source: <http://pre2003//03:skm.fl/english/eko/occu.health>)

2.6 PREVENTION OF INDUSTRIAL ACCIDENTS AND HAZARDS

The national safety council, USA, says that accidents prevention depends on the three E's: Engineering, Education and Enforcement. The job should be engineered

for safety, employees should be educated in safety procedures and safety rules should be enforced.

Also a tripartite technical conference organized by the I.L.O in 1948 formulated a model code of safety regulation for industrial establishment. Rules of this code especially deals with guarding machinery.

In Uganda, the Ugandan National Association of Building and Civil Engineering Contractors (1998-2000), came up with a campaign whose theme was, “safe workplace for improved productivity”. The objective of this program was to sensitize, educate, train, develop and enforce safety and health programmes among employers, employees, government and general public.

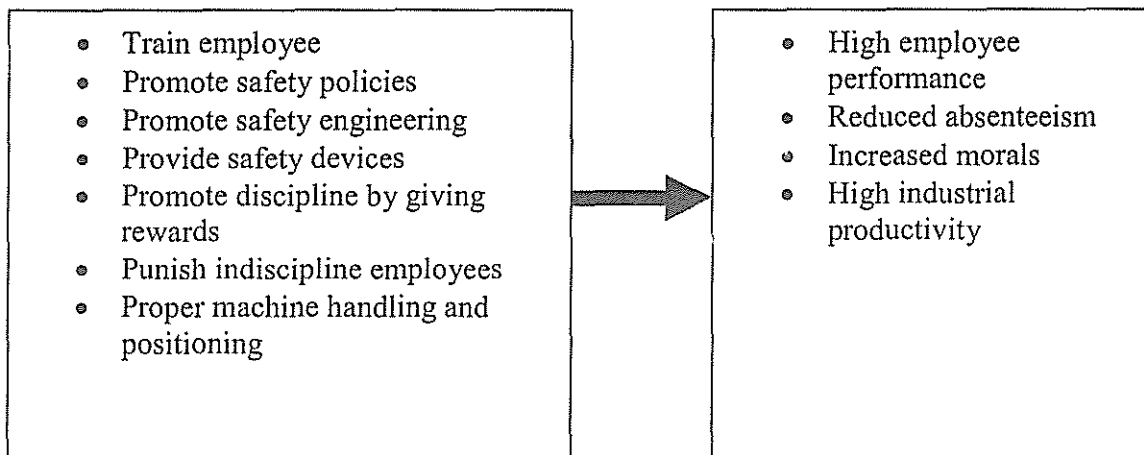


Figure 3 shows preventive measures of industrial accidents and hazards.

CHAPTER THREE

3.0 INTRODUCTION

This chapter addressed the research design study population, sampling procedure, research tools, and study analysis among others.

3.1 RESEARCH DESIGN

The research employed the descriptive and the analytical research design. The essences of such designs were to be able to capture data from respondents effectively and make clear explanation of the data collected.

3.2 SURVEY POPULATION

Employees, managers, foremen and security personnel at the gates, were targeted because they were the immediate and right people from which the right data was collected.

3.3 SAMPLE SIZE

A sample size of 30 respondents was targeted and selected for the study. Different groups of employees were studied in varying proportions depending on the size of the group.

3.4 SAMPLING PROCEDURE

The study employed both the purposive and random sampling procedures.

Hima Cement was purposively selected because it registered the highest number of accidents in the area and random sampling was applied on respondents to ensure that no bias was made.

3.5.0 The following research tools were used

3.5.1 Questionnaire:

A total of thirty questionnaires were administered to the different categories of employees at Hima Cement. All the thirty questionnaires were filled by the respondents

3.5.2 An interview guide was used in all categories of respondents. Face to face interviews with the respondents were carried out by the researcher. This method was preferred because it gave the researcher to interact with the respondents in a friendly manner.

3.5.3 Observation

This method was used in two ways that is to say; as a participant observer and a non-participant observer.

As a participant observer, the researcher became part of the work group arranging cement bags awaiting transportation. The behavior of the workmen towards their supervisors who harassed them was observed and recorded.

As a non-participant role, the researcher observed smoke pollution from the cement plant, how workmen cleared the industrial sewage channels while wearing no hand gloves.

3.6 DATA ANALYSIS

Raw data from the field was coded and discussed by the researcher charts, tables, and graphs were drawn and later conclusions were drawn.

3.7 LIMITATIONS

The researcher encountered several limitations;

- Some managers especially the training managers refused to deliver the information the researcher wanted from them.
- Some employees also failed to deliver data to the researcher as they were under pressure of the supervisors.
- The researcher did not have enough time to gather all the information he had believed to gather.
- The researcher was affected by financial problems which has made him to hand in his report late than the expected time as proposed by the university regulations.

CHAPTER FOUR : FINDINGS, DISCUSSION AND DATA ANALYSIS

4.0 Introduction

This Chapter presents the findings on occupational safety and health and employees performance at Hima Cement Industry. The findings and other general remarks are presented in accordance with the research objectives. The findings aim at providing answers to the research question.

4.1 Relationship between occupational safety and health and employee performance

Findings indicate that there has been two serious poor safety related accidents. The first one happened when an engineer, named; Baluku Mesach, died at sport when a hummer dropped down from the top of the cement processing plant on to his head.

The other one happened when a loaded pulley dropped down injuring three workmen seriously. Below is a table showing the most common accident types

Table I: common accident types

Variables (accident)	Respondents	Percentage
Falling loads	15	50%
Laboratory fires	5	16.7%
Convey trucks	5	16.7%
Explosive blasts	5	16.7%
Total	30	100%

Source: **Primary data from the field**

From the medical department, results indicate that health problems like chest pains, sight, T.B and lung cancer have been diagnosed in employees as shown in the table on the next page.

Table 2: diagnosed health problems amongst workers at Hima Cement

Industry

Variable (diseases)	Respondents	Percentage
Chest pain	10	33.3%
Sight	13	42.9%
T.B	3	10%
Lunger cancer	4	13.8%
Total	30	100%

Source: primary data from the field

The two tables above (table I and 2) indicate that both safety and health problems are rampant at Hima.

Through interviewing, a foreman, named; Maate Charles, revealed that several accidents have occurred as pulleys move loads up the top of the processing plant. Pulleys often break down injuring workmen working on other operations.

From the Medical department, the Medical Officer revealed that majority of workmen have sight problems. He said the problem is closely associated with the rampant pollution of lime from the factory into the air.

Through interviewing, Mr. Mugisa Edward, the operation manager, revealed that several tasks remain un accomplished when labour on a particular task is shifted to carry on the tasks of other workmen who are laid off due to safety or health problems.

Other findings from workmen indicate that some tasks such as blasting remain un accomplished because they are very hazardous for them.

Basing on the above information, employee's performance is determined by the state of the workplace. If the work place offers unfavourable work condition, the employees will perform poorly and if the work place is favourable for the employee, good performance is realized as summarized by the linear graph below.

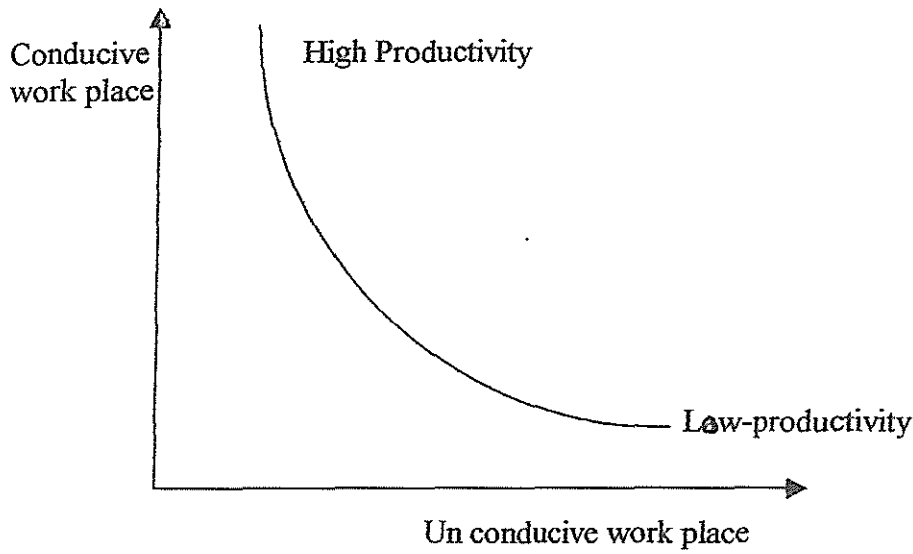


Figure 4: Productivity variations in work environments

However, at Hima Cement Industry much as the work environment may not favour the workers, they continue to work in such environment due to the high wage that is allocated to workmen working under such environment. This leads to an open C curved line graph as shown below.

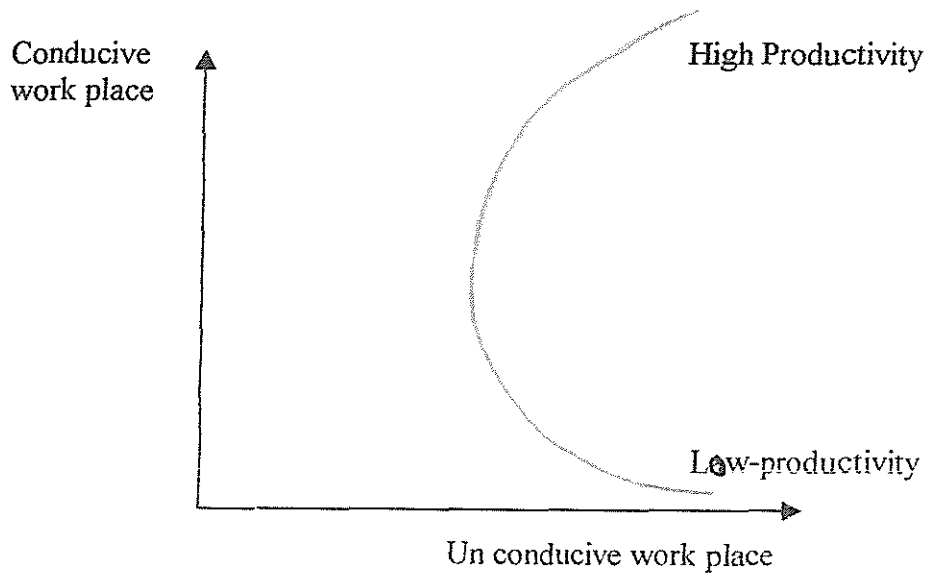
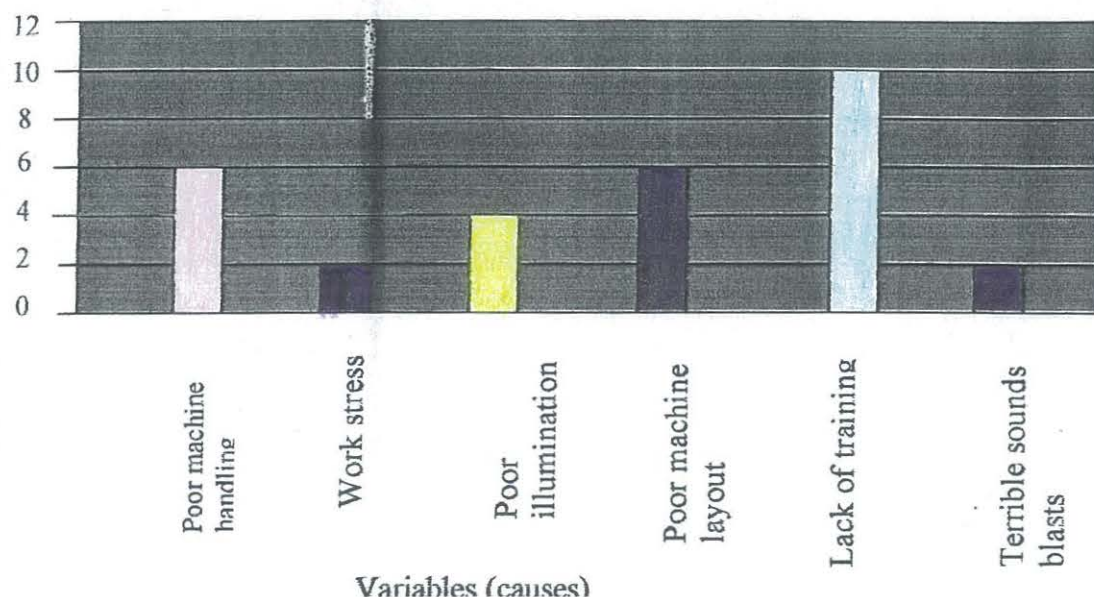


Fig. 5: High productivity in un conducive work place

4.2 CAUSES OF INDUSTRIAL ACCIDENT AND HAZARDS



Source: Primary Data from the field

Results indicate that the leading cause of industrial accidents at Hima is primarily lack of training as shown in the bar graph above. However, other causes like poor illumination, poor machine handling and layout, work stress and terrible sounds cause accidents at Hima Cement Industry.

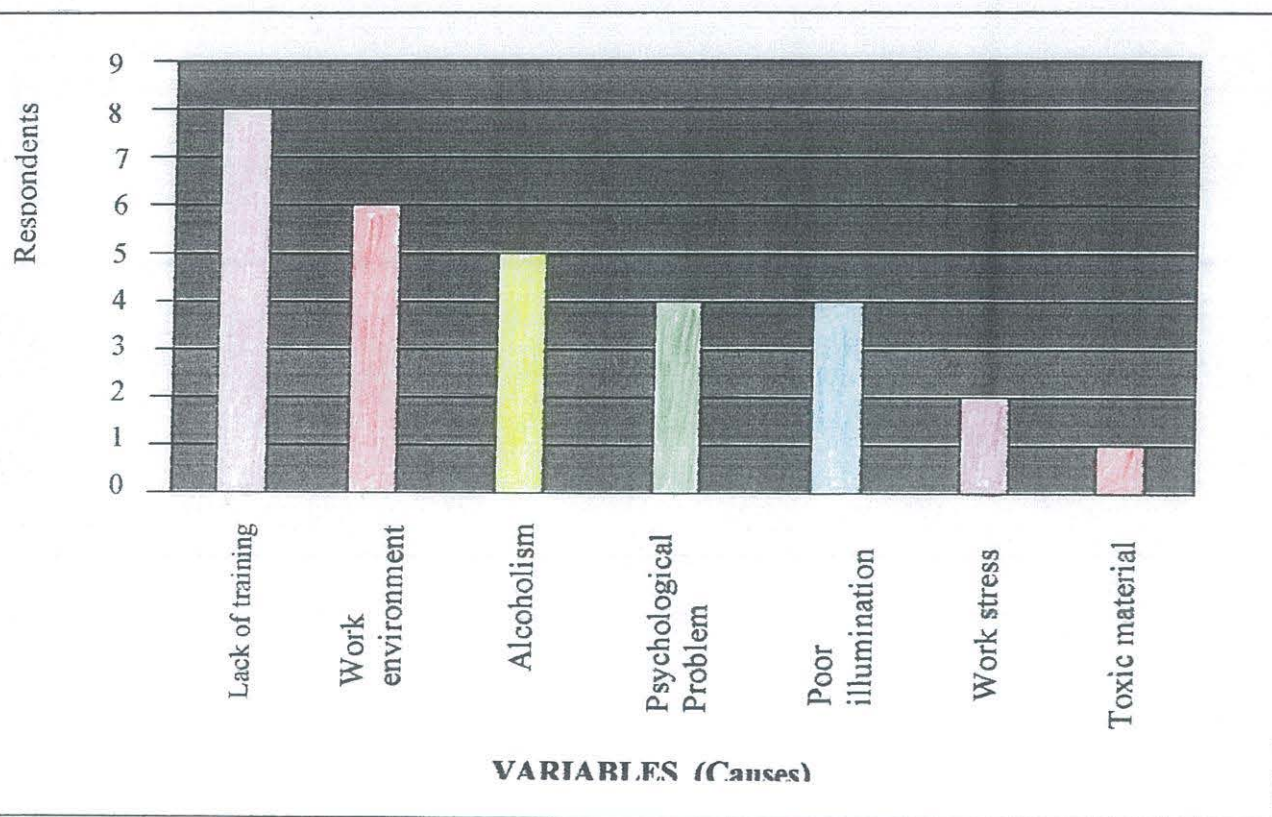
Training has been cited as the leading cause of accidents because of the following significances it brings to the workman.

- ❖ Training provides the necessary skills and knowledge required for an effective workman hence helping to control machine handling and layout.
- ❖ Training controls the psychological feelings of the workman hence helping to control work stress.
- ❖ Therefore, if labour is not trained, the other variables such as poor machine handling poor machine lay out, work stress and poor illumination will gradually increase.
- ❖ Training makes the workman responsive to the safety rules and regulations put forward by management.

Much as management of Hima Cement has its safety motto, which states that, “we are all accountable” this motto can only apply when all labour is trained. The motto doesn’t exclude management from being answerable to the unsafe conditions that may cause danger to labour.

Therefore to avoid industrial accidents, management should employ training aimed at providing new skills and behaviours to the employees.

CAUSES OF ACCIDENTS PRONENESS



Source: Primary data from the field

Through interviewing, results indicate that the leading cause of accident proneness amongst employees at Hima Cement is lack of training as compared to the work environment, Alcoholism, Psychological problem, work stress and poor illumination.

Comparing training and work environment as major causes of accident proneness, if a workman is trained, the chances for him/her getting involved in accidents get reduced.

Management theorist Henrick stated that, "faults of a person are inherent or acquired from the environment". This cannot be taken for granted, if labour / workman is trained, his / her un born vulnerability to accidents may be reduced, and also a trained workman can even survive even when the work environment is un safe for his survival.

Training provides knowledge and skills that are appropriate to over come the challenges encountered on the place of work. Conditions of alcoholism, work stress, poor illumination, toxic matter and psychological effect increase when the worker is not trained.

Therefore, to a greater extent, lack of training is highly responsible for accident proneness amongst employees.

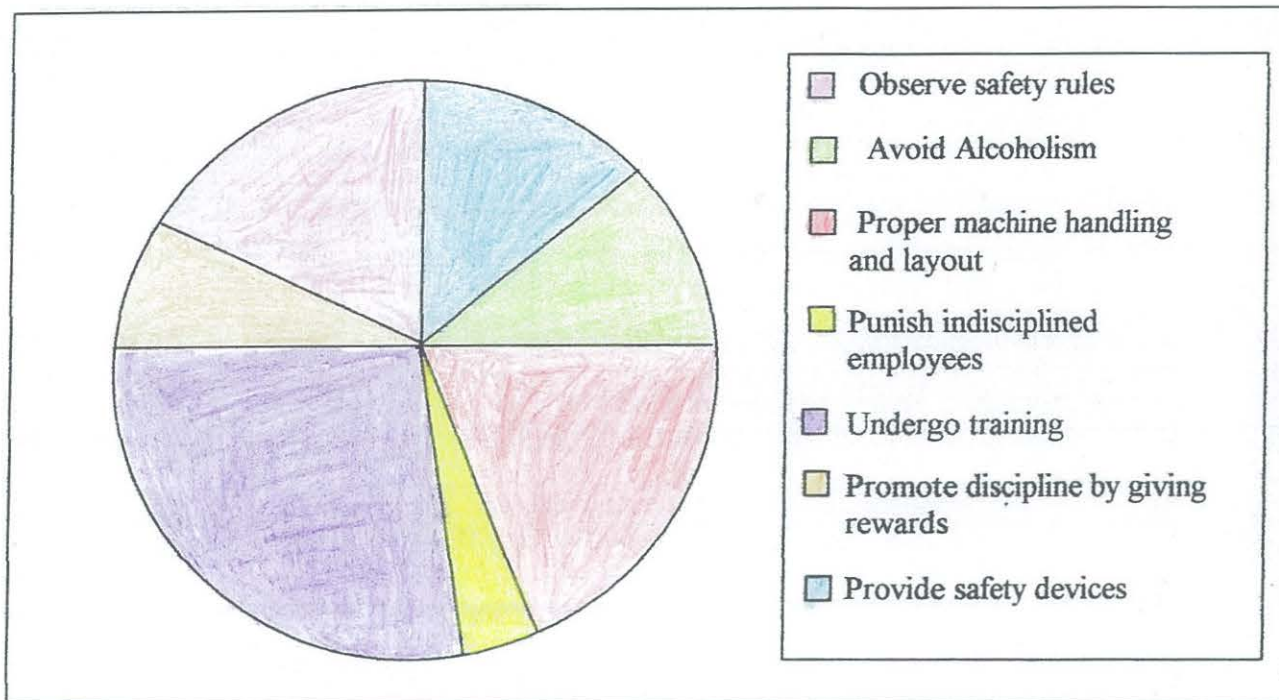
4.4 Impact of occupational safety and health on employees performance

Findings from a supervisor in the production department indicate that problems come when workmen are shifted from their locations of takeover tasks that were being by other co-workers who have been laid off due to accidents or healthy problems.

However, despite the poor safety and health problems at Hima, the welfare manager, Mrs. Juliet Byamugisa, explained that productivity has remained high due to high remuneration of employees. Employees continue to work even when they have health problems for fear of their jobs being taken up by other people. This is true for developing countries because the rate of unemployment is very high.

4.6: PREVENTION OF INDUSTRIAL ACCIDENT / HAZARDS

Fig 7. Prevention of Industrial Accident / Hazards



From the Pie chart above, findings revealed that the best way of combating industrial accidents and hazards is employees training. Much as proper machine handling and lay out also rated high by respondents, it is after training that a workman can adopt the skills for proper machine handling and layout.

The three E's (Engineering, Education, Enforcement) as suggested by The National Safety Council, USA for prevention of Industrial Accidents; Education (training) is the most important of all the three. This is because in order to promote the other two (i.e, Engineering, Enforcement), employees must have enough skills about the tasks assigned to them.

Management of organizations should therefore embark on training of employees so as to prevent unnecessary accidents amongst employees in their workplace.

CHAPTER FIVE

Conclusion, recommendations and summary of the study

5.0 Introduction

This chapter presents the conclusions, recommendations and summary of the data collected by the researcher from Hima Cement Ltd.

5.1 Conclusion

The researcher was guided by the four research questions in chapter one of this study.

However, after analyzing the data collected, the researcher found out that despite of the accidents and other health hazards at Hima Cement Ltd, management of Hima Cement works to improve the health and safety conditions of work place, and provides enough wages to its employees.

The unsafe and un-health conditions at Hima Cement Ltd take the following forms.

- Work stress due to pressure from supervisors or foremen
- Injuries due to poor machine handling and positioning
- Occupational diseases like chest pain, poor sight and hearing problems due to pollution.

However, the wage pay at Hima is considerably enough for the average employee. This has made employees continue to work despite the unsafe and unhealth working conditions.

5.2 Recommendations

Having identified the forms of unsafe work conditions at Hima Cement Ltd, the researcher has come up with the following recommendations

- Appropriate training should be given to employees so that they acquire enough skills, knowledge and experience of how to identify possible areas of accident occurrence.
- Occupational safety and health policies be laid down; implemented and enforced by both supervisors and managers.
- Dangerous machinery should be properly identified and handled with serious care, especially by specialized employees.
- Pollution control devices should be established at the plant so that there is reduction in the pollution levels.
- Supervisors and managers should be advised by management to create a harmonious relationship with the workmen.
- Despite these recommendations, a further research should be undertaken so as to analyze fully the impact of occupational safety and health on employee performance at Hima Cement.

5.3 Summary

It is important that Hima Cement Ltd should understand the need for a conducive workplace environment for its employees so that increased and sustainable cement production takes its lead.

The study was carried at Hima Cement Industry Ltd and was aimed at identifying the impact of safety and health on the performance of employees.

Questionnaires, interviews and observations were the research tools used. Appropriate sampling procedure was made and data was properly collected, coded and analyzed using tables, charts and graphs.

Finally, conclusions and recommendations were made; thereafter a summary of the study was made.

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Glossary

Foreman: In this book foreman is a leader of a group of workmen

Supervisor: a foreman

I.L.O:	International Labour Organization
W.H.O:	World Health Organization
Industrial accident:	Accident that happens within the Industry
Industry Health:	State of being free from industrial disease
Industrial hazards:	State of industrial ill health
Accident repeater:	A person who gets involved in several accidents
Work environment:	Environment within the place of work
Training:	Attaining of knowledge and skills
Absenteeism:	The art of being absent
Labour turn over:	The rate at which labour enters and leaves the organization
Industrial strike:	Grievance between the employees and employer
Industrial discontent:	A condition of un satisfaction of industrial labour
Safety:	Sate of being free from danger
Safety policy:	A policy that promotes safety
Safety engineering:	The art of promoting safety policies
Safety device:	Device that protects workmen against danger
Labour:	Workmen
Tripartite:	A coalition of three parties.

Questionnaires

Dear respondents, I am Meso Jonathan, a student of Kampala International University conducting a study on occupational safety and health on employee performance. The purpose of this study is to fulfill the requirements of the award of a Bachelor's degree of Human Resource Management.

Therefore I kindly request you to answer the following questions for me.

1. Bio-data

a) Marital Status

Married

Single

b) Age

18 – 30 ☐

31 – 35 ☐

36 – 40 ☐

41 – 45 ☐

51 above ☐

c) Sex

Male ☐

Female ☐

d) Designation

Manager ☐

Foreman ☐

Worker ☐

2. a) As an employee of Hima Cement Ltd, have you ever experienced any health or safety problem at your place of work?

b) If yes, specify

c) How did the problem affect your performance at work?

d) Have you experienced a period of good safety and health conditions at your work place?

e) If yes, did it improve on your performance at work? State clearly

3. Below is a list of the major causes of industrial accidents in most industries. Write 1, 2, 3,....., in the box corresponding each factor to indicate the leading up to the least cause.

- Poor machine handling ☐
- Poor machine layout ☐
- Work stress ☐
- Pollution ☐
- Poor illumination ☐
- Terrible sounds / blasts ☐
- Untrained workers ☐

4. (a) Is there individual employees / workers at your workplace who are frequently involved in accidents" Yes ☐ No ☐

(b) If yes, give the name(s) of these employees and state how many times he / she has been involved in accidents.

Name of employee	Number of accidents
.....	☐
.....	☐
.....	☐

(c) Below is a list of accident proneness in individual employee. Write 1,2,3,.....,....., in the box corresponding each factor to indicate the leading up to the least factor.

- Alcoholism ☐
- Toxic materials ☐
- Work stress ☐
- Work environment ☐
- Poor illumination ☐
- Psychological problem ☐
- Lack of training ☐

5 a. Have you ever had a condition of good safety and health conditions at your work place? Yes ☐ No ☐

b) If yes, how did it increase your total performance?

6. Below is a list of preventive measures in most industries. Write 1,2,3..... in the box corresponding each measure to indicate the one that would work best up to the least at your industry.

- | | |
|--------------------------------------|--------------------------|
| Under go training | ☐ |
| Observe safety rules | ☐ |
| Avoid alcoholism | ☐ |
| Promote safety engineering | ☐ |
| Provide safety devises | ☐ |
| Promote discipline by giving rewards | ☐ |
| Proper machine handling and layout | ☐ |
| Punish undisciplined employees | ☐ |

7. Do you have any other information, suggestion, feeling which you think is relevant to this study? Please state fully

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CURRICULUM VITAE

Name: Meso Jonathan
Sex: Male
Nationality: Ugandan
Age: 35 years
Marital status: Married
Physical address: Ntunga Primary School P.O. Box 225, Kasese
Contact phone: 0752-421240
Occupation: teacher

2. Education

SCHOOL ATTENDED	YEAR (FRO -TO)	QUALIFICATION
Rwenzori high	2000 – 2001	U.A.C.E
Bwera teachers C.	1995 – 1998	Grade teacher certificate
Rwenzori high	1987 – 1990	U.C.E
Kisongo p/school	1978 - 1986	P.L.E Certificate

3. Responsibilities held

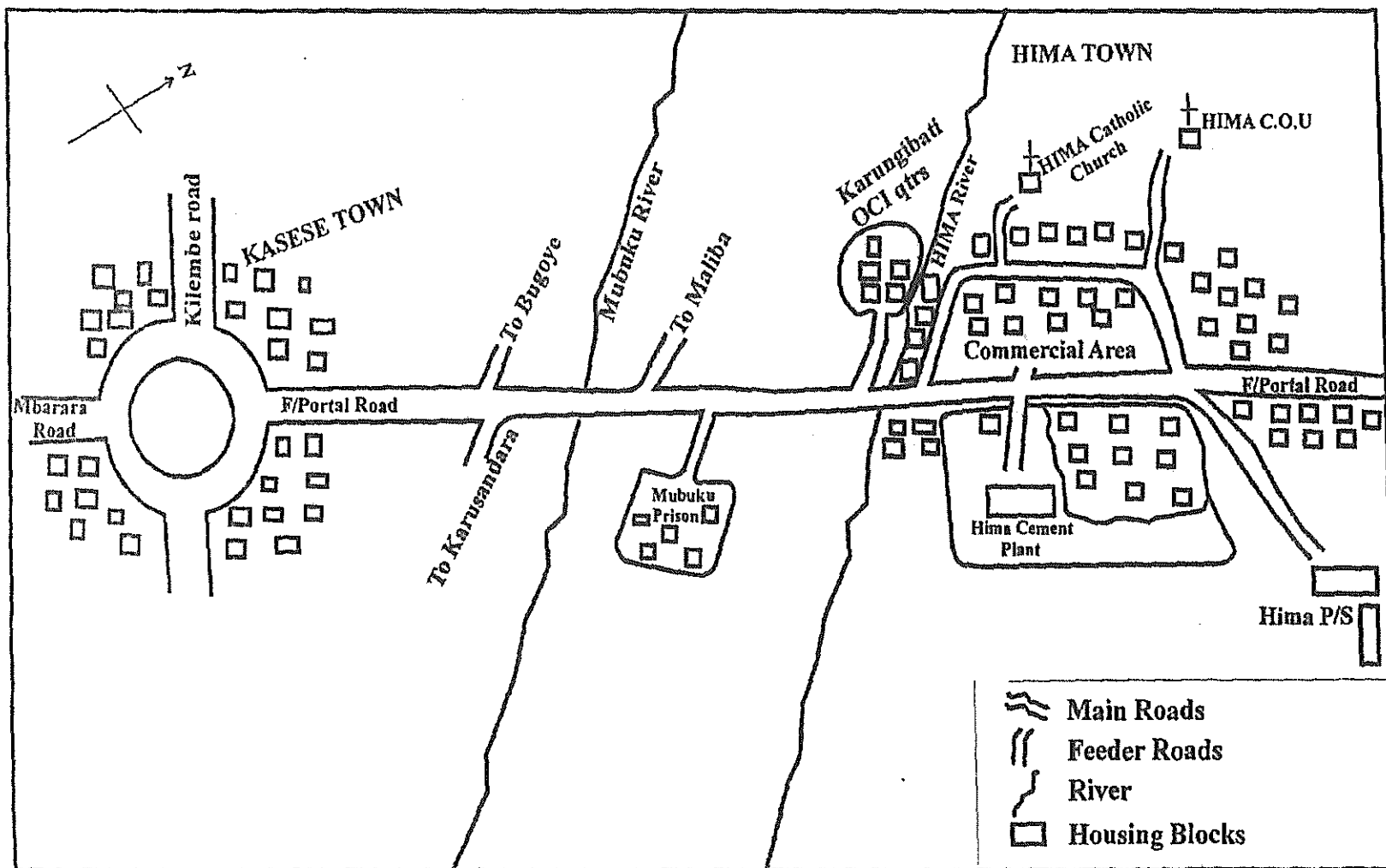
SCHOOL	YEAR (FRO -TO)
Kisongo primary school	Library prefect
Rwenzori High	Secretary student council
Ntunga P/S	Deputy headteacher for three years and staff secretary for five years

4. Skilled attained

1. Leadership skills
2. Interpersonal relationships
3. Guidance and counseling skills
4. Managerial skills
5. Secretarial knowledge
6. Music teacher

5. Hobbies

1. Listening to music
2. Reading novels and articles



Promote discipline by giving rewards ☐

Proper machine handling and layout ☐

Punish undisciplined employees ☐

7. do you have any other information, suggestion, feeling which you think is relevant to this study? Please state fully

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