

EMPLOYEE WELFARE SERVICES AND JOB PERFORMANCE IN AIRTEL

KAMPALA UGANDA

BY

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DECLARATION

I, SWABRA YAHYA UMUTONI hereby declare that “this Thesis is my original work and has not been submitted for the award of a degree in any other University or higher institution of learning”.

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APPROVAL

“I confirm that this work reported in this research dissertation was carried out by the candidate under my supervision”.

Name of the supervisor: Dr. Olutayo K. Osunsan

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Date:23rd October 2018.....

DEDICATION

I dedicate this research dissertation to my mummy Hajat Mbabazi Zaujia and my late Dad Hajj Yahya Nzabanita, my supervisors Dr Olutayo Onsusan, Dr Kirabo K. Joseph and Dr. Muhammad Kibuuka who guided me until the completion of this thesis. My dearest Brothers and Sisters for all the support they gave me including financial, moral and courage, my friends especially Mr. Richard Watenyera and Mr. Mugume Tom who always told me to stay working hard and achieve my goal. May the Almighty Bless you all.

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ABSTRACT

The study investigated examined the effect of employee welfare services on job performance in Airtel Kampala Uganda. It had four specific objectives which included; to examine the effect of medical services on job performance in Airtel Kampala Uganda, to determine the effect of canteen services on job performance in Airtel Kampala Uganda, to assess the effect of transport services on job performance in Airtel Kampala Uganda and to establish the effect of housing services on job performance in Airtel Kampala Uganda.

A descriptive cross-sectional survey research design was adopted with both qualitative and quantitative approaches. Amin (2005) pronounces that a descriptive cross-sectional survey research design is a research plan that is concerned with systematic description of the characteristics of an event, place, population or item being studied at a given time. This study is cross-sectional because the researcher intends to pick a cross-section of respondents over short period of time and follow up of the respondents were not necessary. A survey has been chosen because it allowed the researcher to get a detailed description of the effect of welfare on the performance of employees in Airtel Uganda. The statistical package was used for analysis of data in this study. Different statistical techniques were used namely: Data on profile of respondents were analyzed using simple frequencies and percentage distributions. The findings indicated that medical services significantly affect job performance in Airtel Kampala Uganda. This effect therefore implies that medical services as an employee welfare service system contributes to job performance in Airtel Kampala Uganda. It was concluded that there is a positive significant effect of medical services on job performance in Airtel Kampala Uganda. The research recommended Airtel Uganda to increases its medical allowances to its employees and also should have better medical facilities that can handle emergencies once they arise. In doing this, Airtel will motivate her employees and this will reduce on employee turnover rate.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter describes the background to the study in terms of historical, theoretical, conceptual, and contextual perspectives. It also presents the research problem, purpose of the study, research objectives, research questions, and scope of the study, the significance of the study and definition of key terms.

1.1 Background to the study

1.1.1 Historical Perspective

Historically employee welfare services were meant to reduce absenteeism of workers from any company. However, today they have taken a broader scope and they include almost all aspects that relate to an employee's wellness and personal development in the work place (Manzini and Gwandure, 2011). In actual sense, when welfare services are given to employees, its really a drive to their motivation and in the long run, they indeed become productive. (Priti, 2009). Employee welfare is a comprehensive term which refers to the various services, benefits and facilities offered by the employer to employees with a purpose of enriching the life of employees and to keep them happy and contented (Mishra and Manju, 2017). And this means that when employees are contented, they have a sense of belonging to that particular organization they are working for.

Generally staff welfare involves three aspects which contribute towards staff welfare. These are work/life balance, flexible working and reduction of work-related stress. Organizations benefit from treating the well-being of their workforce as a primary concern. People give off their best when are able to work happily together, free from unnecessary concerns and operate in an open, no-blame culture which supports individuals. The welfare of an individual is a combination of physical, mental and social wellbeing. In this "triangle of health", all three elements need to be present. The absence of one or more element, whether at home or at work, can have a substantial impact on a person's overall welfare (Armstrong & Mulis 1988). Welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels, underpinning their work and the environment in which it is performed (Cowling and Mailer, 1992). Specifically, Coventry and Barker (1988) assert that staff welfare includes providing social club and sports facilities as appropriate, supervising staff and works'

canteens, running sick clubs and saving schemes; pension funds and leave grants, making loans on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants; providing assistance to staff transferred to another area and providing fringe benefits (such as payment during sickness, luncheon vouchers and other indirect benefits).

According to Croome (2000) in today's competitive environment firms are being forced to work harder than before in order to increase profitability. The reason for this could be due to another of firms coming up. Creating a productive workplace provides a critical, multidisciplinary review of the factors affecting workplace productivity. Workplace productivity is a key issue for companies and a small increase in productivity can have high financial returns. Studies have shown that productivity at work place have a very close relationship with work environment. To ensure a healthy working environment should always be the first step towards increasing productivity. Productivity is dependent on four different cardinal aspects; social, personal, organizational and environmental.

Croome (2000) further says that it is hard to give a precise relationship between various individual environmental factors and productivity but sufficient evidence showed that there are environmental settings that decrease dissatisfaction and absenteeism of employees and indirectly enhance productivity. Indoor working environment is a dynamic interaction of social and physical factors which affects productivity, health and comfort of employees. There are number of factors that are conducive to high productivity such as wellbeing, health and comfort of employees. Producing quality work gives employees a sense of fulfillment and satisfaction. Organizations are just beginning to know the benefits of good workplace environment and to acknowledge the notion of healthy work force means a healthy organization. (Croome, 2000). Organizational structure also play a vital role in improving employees performance by managing them in way that provide career growth and a balance between work and social life.

In Africa, the role of employee welfare services on the performance of employees is a subject of great concern. For instance, in Nigeria incidents of neglect of welfare services of police officers in the country has been reported due to the absence of a comprehensive and sustainable welfare policy, inadequate and improper budgetary allocations by the government and corruption both in the budgeting and expenditure processes, making the performance of

the Nigerian police force personnel to remain sub-optimal as their welfare is not given due attention (Alemika, 2008). Like any other department, the police in Nigeria would require maximum attention of the Government so as to those gaps covered.

In Ghana, studies have shown that currently 25% of police officers are not housed at all, contrary to Ghana's conditions of service. Out of the 75% who reside in police accommodation only half have decent accommodation. The rest live in uncompleted buildings, offices, garages, and dilapidated buildings (Quaye, 2009). It has also been reported that in India the police department is neglected and it needs sufficient budgetary allocations by the government so as to provide essential facilities and welfare services of Airtel Uganda for effective policing (Ankita, 2010). However, provision of welfare facilities in Uganda has been made obligatory especially the recreational facilities for employees to stem out the problem of lack of commitment on the part of the workers thereby improving their productivity which is possible with the satisfaction of labour in Airtel Uganda. (Manju and Mishra, 2017).

Employee welfare services at Airtel Uganda serve different objectives. The most important objective is to provide better and healthy life to workers. Secondly welfare benefits are provided in order to make employees happy and satisfied. Other purpose or benefits is to relieve employees from exhaustion and improve cultural and living conditions of the employees. As an employer if you employ anyone (irrespective of time period short or long) you must as reasonably provide adequate welfare facilities for employees while they are at work. Airtel Uganda provide welfare benefits to her employees to motivate them. Employee welfare schemes can be divided into two categories: statutory and non-statutory (Giri, 2008).

1.1.2 Theoretical Perspective

The study was based on expectancy theory of labor welfare which is also known as the efficiency theory by Manju and Mulis (1988). The theory states that if an employer takes good care of his work force they will tend to be more efficient by improving production provided they are given services like, housing, education, training, canteen and transport. Just like any other business, Airtel must consider that a motivated staff will be very productive if they are treated well. The study also considered equity theory to supplement on the expectancy theory. Further explanation of the theories is in chapter two.

1.1.3 Conceptual Perspective

Lalitha (2014) defined employee welfare as anything that is done for the comfort and improvement of workers and is given other than wages or salary. Welfare services help organizations to motivate its employees and keep their morale high so as to retain them for longer duration.

According to Jackson, Russell and Ward (2009) employees' welfare/wellbeing refers to the promotion of an environment that makes work rewarding, flexible, enjoyable and productive. Apart from this compensation practices of an organization also influence productivity in numerous ways. Organizational compensation practices that link employees pay to the organizations financial performance or productivity can help staff to focus on new ways of reducing costs and increasing productivity. When employees pay is tied to performance and productivity, tends to go up. Effective compensation practices motivate employees to make the most of their energy which is important for organizational success. Organizational compensation philosophy should be tied to its strategic objectives of which the most are, attracting and retaining staff and improving productivity. Paying employees competitive wages, giving better than market, rewarding performance and offering valued benefits help organization achieve its goals of attracting and retaining staff and fostering a creative culture and being financially successful (Jackson, Russell and Ward, 2009).

Provision of employee welfare services in any organization is critical for the efficiency of and management of employees in any organization. These services if inadequate, will negatively impact on the performance of employees. According to a study conducted in the United States of America on Police officers under stress reveals that the police work often exposes officers to stress or trauma which may affect their ability to perform effectively (Moss, 1999). This impact of stress or exposure to traumatic incidents shows that there has been a growing concern about the potential risks posed by the police officers whose psychological wellbeing has been affected by their work thus the need to assess and support officers who have been involved in critical incidents through provisions of employee welfare services in ensuring that they are fit for service.

Robinson et al. (2014) define job performance as a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the

organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.

However for the case of this study, employee welfare services was measured in relation to medical /health services, canteen services, transport and housing services. Whereas job performance was conceptualized in terms of quality, effectiveness, efficiency and punctuality/time.

1.1.4 Contextual Perspective

The study was about employee welfare services and job performance at Airtel Uganda. Airtel Uganda is a mobile communications and information technology services provider in Uganda. Airtel Uganda is a multinational telecommunication corporations operating in different countries of the world. Airtel Uganda operates in Africa, Europe, and Asia. Airtel Uganda Limited is a subsidiary of Bharti Airtel Limited, the Indian telecommunications conglomerate operating in over 20 countries in Asia, Africa, and the Channel Islands. Airtel was launched in Uganda in 1995 as Celtel and is Uganda's most innovative mobile phone operator, which has introduced many “firsts” in the telecommunication sector. The company also offers mobile funds transfer and banking services known as Airtel Money. Airtel Uganda employs both local and international employees from Africa, Asia and Europe among others. Airtel Uganda has approximately 5000 employees who work in all parts of the country. Being an international telecommunication corporation, it emphasizes focus on Human resource development as a strategy of achieving competitive advantage in the telecommunication industry in Uganda, although there is still a challenge on employee’s performance (Airtel Uganda Report, 2017). Therefore the study sought to establish the relationship between welfare services and job performance in Airtel Uganda.

1.2 Statement of the problem

Employee welfare services and Job performance are considered very critical in every organization. Organizations can compete effectively when employees are considered for welfare services as a way of motivating them to perform effectively (Lalitha & Priyanka, 2014). Airtel Uganda can only survive and compete effectively when it emphasizes welfare services and when employees are willing to work. Absenteeism, labor turnover, stress, harassments from superiors, corruption at the workplace, long working hours, pollution are the problems faced by employees. Inadequate staff welfare is probable cause of the challenges faced by employees/staff that leads to poor Job performance of Airtel Company.

Welfare schemes have been created so as to create an efficient, health, loyal and satisfied labor force for the company. Employees in Airtel no longer feel the sense of company loyalty that once existed and the current level of job satisfaction at is quite low. Ali and Sharif (2012) noted that constant changes in ownership and resultant management teams always comes with new ways of doing things. Owolabi and Makinde (2014), observed that the issue of employee satisfaction in leading mobile subscribers in Kenya and Uganda especially Airtel, may be affected by the level at which the company recruits its employees and the way it manages its employee retention processes. Most of the organizations in Uganda rarely provide overall competitive packages to its employees, which results in low productivity, retention and sometime high rate of employee turnover. Therefore, this research seeks to examine employee welfare services and job performance a case study of Airtel Uganda.

1.3 Purpose of the Study

To examine the effect of employee welfare services on job performance in Airtel Kampala Uganda.

1.4 Research Objectives

- i. To examine the effect of medical services on job performance in Airtel Kampala Uganda.
- ii. To determine the effect of canteen services on job performance in Airtel Kampala Uganda.
- iii. To assess the effect of transport services on job performance in Airtel Kampala Uganda.
- iv. To establish the effect of housing services on job performance in Airtel Kampala Uganda.

1.5 Research Questions

- i. What is the effect of medical services on job performance in Airtel Kampala Uganda?
- ii. What is the effect of canteen services on job performance in Airtel Kampala Uganda?
- iii. What is the effect of transport services on job performance in Airtel Kampala Uganda?
- iv. What is the effect of housing services on job performance in Airtel Kampala Uganda?

1.6 Hypotheses of the Study

The study was guided by the following hypotheses:

Null Hypothesis:

- H01:** Medical services have a significant effect on job performance in Airtel Kampala Uganda.
- H02:** Canteen services have a significant effect on job performance in Airtel Kampala Uganda.
- H03:** Transport services have a significant effect on job performance in Airtel Kampala Uganda.
- H04:** Housing services have a significant effect on job performance in Airtel Kampala Uganda.

1.6 Scope of the Study**1.6.1 Geographical scope**

The study was conducted at Airtel Uganda. It was conducted at Airtel Headquarters Kampala. Airtel Uganda was chosen because it is one of the largest telecommunication companies in Uganda.

1.6.2 Content Scope

The study examined the effect of employee welfare services on job performance. The independent variable was decomposed into medical services, canteen services, transportation services and housing services. Whereas job performance was conceptualized in terms of quality, effectiveness, efficiency and punctuality/time

1.6.3 Time scope

The study was carried out at Airtel Headquarters Kampala. It covered a period of two years.

1.7 Significance of the study

The study was beneficial to the management of Airtel Uganda to discover on how to improve the performance of their employees through welfare services. This will help them come up with better motivation techniques which will result into improved employee satisfaction.

Community: the study sought to contribute to the existing body of knowledge through an empirical investigation into welfare services and job performance.

Employers: the research findings were useful source of information for the managers in the different companies of Uganda with a view to improving the performance of employees.

Academicians: the research findings were also a useful source of information for researchers, development practitioners and public policy formulators and analysts in Uganda and beyond.

The Public: the study was useful to practitioners on how to handle welfare services

1.8 Operation Definition of Key Terms

Canteen services: Cafeteria or canteens are to be provided by the employer so as to provide hygienic and nutritious food to the employees.

Employee welfare: these are staff benefits or services, or they are items in the total package offered to staff over and above salary, which increases their wealth or wellbeing at some cost to the employer.

Housing services: It finances a housing program that provides affordable alternatives to market housing for full-time, permanent and seasonal employees, their families, and retirees.

Job Performance; this is the level of output of an employee compared to the goals and objectives of the organization.

Medical services: These are motivational and yet not cash services rendered to employees to cater for their treatment, and all other related medical related services.

Performance; this is the required level of accomplished tasks in welfare to the target put in place.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter represents the review of literature that has information related to this study. It includes research journals, text books, and other sources found relevant. The researcher also reviewed the existing literature related to the study variables.

2.1 Theoretical Review

The study was based on the expectancy theory which was developed in 1984 by Vroom. The theory states that employees are motivated to perform upon expected welfare services from their efforts. The theory relates to welfare services and job performance that focus on organization and individual behavior when interacting with one another.

According to the theory, employees enter organizations with specific skills, desires and goal, and expect to find an environment where they can use their skills, satisfy their desires and achieve their goals (Steers, 2009). Therefore, employee's perceptions of expectations of welfare services are likely to result in increased job performance to the organization. Failure by the organization to provide sufficient welfare in exchange for the employee's efforts are likely to result in decreased job performance at work place. The theory is based on three dimensions. Valence refers to the emotional. Orientations people hold with respect to outcomes (welfare) and the depth of the want of employees for welfare. Management must discover what employee's value. With Expectancy theory, employees have different expectations and levels of confidence about what they are capable of doing. Management must discover what resources, training, or supervision employees need and instrumentality which are the perception of employees as to whether they will actually get, what they desire even if it has been promised by a manager. Management must ensure that promises of welfare are fulfilled and that employees are aware of that.

The study was based on Vroom expectancy motivation theory (1964); Viktor Vroom's expectancy theory is one such management theory focused on motivation. According to Holdford and Lovelace-Elmore (2001), intensity of work effort depends on the perception that an individual's effort will result in a desired outcome.

In order to enhance the performance-outcome tie, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that the rewards provided

are deserved and wanted by the recipients. In order to improve the effort- performance tie, managers should engage in training to improve their capabilities and improve their belief that added effort will in fact lead to better performance.

Emphasizes self-interest in the alignment of rewards with employee's wants, emphasizes the connections among expected behaviors, rewards and organizational goals. Expectancy Theory, though well known in work motivation literature, is not as familiar to scholars or practitioners outside that field.

Organizations that are more committed to their workers typically make more investment as compared to similar organizations in progressive human resource practices like education, training and development and compensation package (Arthur, 1994; Huselid, 1995).

Equity theory

The study was developed in the 1960s by J. Stacy Adams, a workplace and behavioral psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1963).

According to equity theory, it is the perception of equitability and in-equitability. Equity theory focuses on two sides: the input and the outcome. An employee compares his or her job's inputs with an outcomes ratio. If the employee perceives inequality, he or she he will act to correct the inequity. The employee may lower productivity or reduce the quality of their job. Many times inequities can lead to an increase in absenteeism and even resignation from an organization (Greenberg, 1999). Equity theory deals with human motives and it should have wide applications in understanding organizational behavior. In equity theory, motivation is affected by the individual perception of being treated fairly in comparison to others. And once one employee is being favoured at the expense of others, there employers are being so unfair. Equity is defined as justice, inequity-injustice. Inequity exists for an individual when he or she perceives an imbalance in the ratio between outcomes (reward for work) and inputs (efforts at work) as other workers' outputs and incomes (Miner, 1980). According to Adams (1965) the focus of the theory is on the exchange relationship where individuals give something and expect something in return. Equity theory predicts that low rewards produce dissatisfaction; this would in turn motivate people to take action and reduce the discrepancy between their ratio and the ratio of the comparison to others.

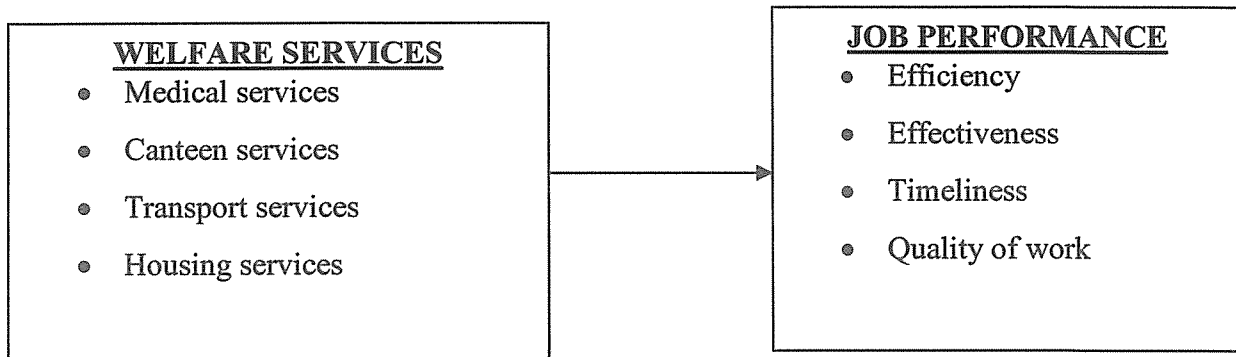
Something concerning motivation of workers can be valued even just from the word “thank you”. A worker will know that you really count on them plus their effort to achieve organizational goals.

2.2 Conceptual Framework

2.2.1: The Conceptual Frame work on Welfare Services and Job Performance in Airtel Kampala Uganda.

Independent variable

Dependent variable



Source: Jackson (2009)

The framework in figure 1 portrays the relationships between welfare services and job performance. The framework shows that when employees are provided with welfare services they become more effective at work and thus they are likely to achieve organizational goals. According to the conceptual framework welfare services include (Medical, Canteen, Transport and housing services). All the mentioned welfare services influence performance at work. The conceptual framework also depicts the (job performance) which is categorized into Efficiency, effectiveness, timeliness, quality of work. Under effective performance, workers desire to work because they want to due to the psychological attachment they may have on the organization. Other workers may want to work because they are efficient. Some may be working because the time they have is limited other workers remain working because they want to have good quality work. All the elements of job performance are influenced by the welfare services at work place as diagrammatically indicated in framework stated above.

2.3 Related Literature

2.3.1 Employee Welfare services

The International Labor Organization (ILO) broadly classifies welfare services into two; intra-mural activities which are provided within the establishment such as latrines and urinals, drinking water, washing and bathing facilities, crèches, rest shelters and canteen,

drinking water, arrangements for prevention of fatigue, health services including occupational safety, uniform and protective clothing and shift allowances. Extra-mural activities which are undertaken outside the establishment such as maternity benefits, social insurance measures like gratuity pension, provident fund and rehabilitation, physical fitness and efficiency, family planning and child welfare, education facilities, housing facilities, recreational facilities including sports, cultural activities, transport to and from the place of work (Manju and Mishra, 2017). They may also be divided into statutory and voluntary welfare services which comprise the legal provision in various pieces of labor legislation and activities which are undertaken by workers for their workers voluntarily respectively (Ankita, 2010).

Armstrong (2016) argues that medical services aim to provide help to workers who get absent from work for long periods because of illness related issues. They should aim to speed the return of employee to work. Visits should be made by the managers or specialized full-or part-time sick visitor with the aim of showing workers that their firm and colleagues are concerned about their welfare and also to alleviate any loneliness they may feel (Manziniand Gwandure, 2011).

Armstrong (2016) argues that organizations such as the Health and Safety Executive have identified stress, anxiety and depression as among the most commonly reported illness. Stress brought about through work intensification and conflicts between home and work is related to the risks of disease and ill-health. For instance, a study on police suicide in America found out that some occupations such as police were eight times more likely to commit suicide than to be killed in a homicide and three times more likely to commit suicide than to die in job-related accidents. This shows suicide has become the most dreaded result of workers under stress and other problems associated.

Workers killing themselves or killing colleagues reveals the level of stress and anxiety in the workforce. Manzini and Gwandure (2011) point out that workers in the mobile industry like the soldiers and workers experience emotional, social, political, and economic and work related problems for which they need employee welfare services to cushion them against such adversity. It has been argued that the workers have the highest suicidal and divorce rates in the country which is a warning signal for unseen problems that are not being addressed .However, this can further lead to suppressed emotions that later develop other stress related disorders such as frustration at work which can lead to substance abuse or domestic violence

and an employee can comfort himself in drugs and alcohol or vent their anger on their family. Such behavioral problems could be reduced through the provision of employee welfare services in organization (Kibet, 2010).

Many academic researchers have found the significant associations between membership of pension scheme and reduction of turnover among human capital (Taylor, 2000). Chen et al. (2016) analyzed the satisfaction level of educators on six quality attributes and the priority of improvements in Taiwan and established that the retirement provision scheme is among the top three concerns of educators which enhance the job motivation level of educators in institutions. According to Ramachandran et al. (2005), the study examined the determinants affecting motivation level and job satisfaction among educators and improvement required in India. The research involved interviews with administrators, teacher union leaders, educators, NGOs, researchers, focus group discussion and surveys.

2.3.3 Effect of employee housing services on job performance

Akinmoladun and Oluwoye (2017) argued that housing is accepted as the second most important human need after food and it is more than shelter. It may provide investment opportunities, offers shelter and improves on workers' social and cultural status. It is a symbol of achievement, and social acceptance and it controls in some way in which the employee is perceived by family and others in the community, many staff live in squatter settlements or slums, hence housing is still beyond the reach of most members of the company professions, housing staff are meant to make their work easier and enjoyable so that they may concentrate on their duties as workers. The workers do not need to walk/travel a long distance to work and this can minimize absenteeism, late coming and it also enhances a workers' status.

Buzzelli (2009) questioned the possibility of measuring the value of social housing in Ontario, Canada and found out that research on social housing was thin, at house hold, local community and macro-economic levels. The researcher recommended formation of strategic partnerships a long side priority setting between stakeholders, data providers, sponsoring organizations and communities. Ikenyiri and Ihua-maduenyi (2011) examined workers' assessment of needs effectiveness in Omoku-Rivers state, Nigeria. They found out that enhancement of rent allowance (housing) was a strong predictor of employee effectiveness in AirtelCompany Kampala.

Akinmoladun and Oluwoye (2017) carried out an assessment of why the services of housing shortages persist in developing countries in Lagos metropolis, Nigeria. The study revealed that housing delivery in Nigeria was based by several problems. The study concluded that the elitist orientation of the existing housing policy be discouraged and recommended that the people for which the houses are meant should be involved in policy formulation, implementation and review. The study further suggested progressive increase of the supply of high quality and affordable housing units to ease the perennial housing problems.

In a paper presented at the 2nd emerging urban Africa international conference on housing finance in Nigeria entitled “challenges to providing affordable housing in Nigeria” Akeju (2017) observed that the major challenge to providing affordable housing was lack of primary infrastructures like roads, water and electricity. He recommended that governments provide mortgage insurance to first home buyers who do not have credit history and to low middle income families (workers) in order to achieve the aim of affordable housing. He further recommended restriction on the importation of building materials and suggested research on how to use local building materials in order to have affordable housing.

In the same way, Aribigbola (2008) analyzed housing policy formulation in developing countries using evidence of program implementation from AkureOndo state, Nigeria. The study revealed that the majority of the residents of the city were low income earners that could not afford housing being produced under the policy in AkureOndo state, Nigeria. The researcher found out that majority of the people were not aware of the housing policy and recommended incorporation of social housing into the Nigerian housing policy to assist the poor that cannot take care of their housing consumption needs.

Earlier on, Adelabu (2005) investigated employee’s motivation and incentives in Nigeria and found out that various state governments have instituted a policy of granting a revolving loan for workers in order to assist them build their own houses. The study further discovered that majority of the workers do not receive the housing loans. The researcher recommended that this policy should be implemented to motivate the workers to enhance their job performance. Kadzamira (2016) studied workers’ motivation and incentives in Malawi. He found out that there was inadequate housing for workers. The findings revealed acute shortage of affordable housing within reasonable commuting distance from most company. And this had escalated

transport costs for workers. He recommended that company gives priority to rural areas in the construction of workers' houses.

2.3.4 Effect of employee canteen services on job performance

Turen & Cameoglu (2015) argued that many companies have been wondering of many ways to improve job performance given the fact that it is now a competitive world. Forexample, one can perceive it from the quality of meals provided by some organizations to their workers, from things like the nature of canteen, hygiene of the place, workers' tastes and preferences and many other factors. Food is universally accepted as the most important human need (Akinmoladun and Oluwoye, 2017).

Gulled (2011) has traced company feeding programs back to the mid nineteenth century in Europe in France when the Paris guards established a fund for providing needy children with school lunches. It later spread to other countries like Japan and by late 1940s; it had been established in the United States of America and later to several other countries. As earlier noted, provision of meals such as break tea, lunch and evening tea does not only address the workers' physical health but also helps them have more time to attend to the different organizational tasks allocated to them (Mudhasi, 2017).

Donovan (2012) assessed the extent to which parents and company based stakeholders (directors, staff, canteen managers and clients and citizen committee presidents) were supportive of potential expansions to a new branches food policy in Australia. The research findings of this study revealed that parents and teachers were supportive of expansions of the existing and nominated policy components as other companies' stakeholders. The study further revealed that little research had been undertaken to investigate the extent of support for specific potential school food policy components. This study recommended further research in other countries to assess the extent to which the policy expansions indentified in the study could be considered appropriate by education stakeholders.

Meanwhile Danquah (2013) investigated the nutritional status of upper companies and the main objective of this study was to assess the nutritional status of upper company's workers in a rural setting. The findings of the study revealed no significant difference in the incidence of stunting and underweight. It was recommended that there should be more effort in

designing intervention programs to enhance the quality of meals the pupils consume and more emphasis put on nutrition.

Ikenyiri (2011) investigated workers' assessment of needs satisfiers as motivation for workers' effectiveness in Omoku-rivers states, Nigeria. They found out that prompt payment for food and clothing was statistical predictors of workers' effectiveness. They recommended workers should be paid their allowances on time to maintain their motivation. Similarly, Stuijvenberg (2005) analyzed the base of the company feeding system as a vehicle for micro nutrient fortification in South Africa. He concluded that for company clients to realize their full mental and physical potential and perform to their best at school, both short term and hidden hunger needs have to be addressed. He recommended school provision of meals as it appears an opportunity to alleviate both short term and hidden hungers.

In another study, Gulled (2011) sought to establish the effect company feeding program on access and retention company workers in nomadic families in Airtel Company. The study findings revealed that food supply enough to sustain the targeted population based on world food programs' policy. The study established a strong relationship between school feeding program and pupil access and retention in workers in company. The researcher concluded that other factors such as lack of knowledge about the value of company and lack of enough Staff were hindering access

2.3.5 Effect of employee Medical services on job performance

Armstrong (2016) argues that medical services aim to provide help to workers who get absent from work for long periods because of illness related issues. They should aim to speed the return of employee to work.

Visits should be made by the managers or specialized full-or part-time sick visitor with the aim of showing workers that their firm and colleagues are concerned about their welfare and also to alleviate any loneliness they may feel. The loss of workers and productive time cannot be separated from other impacts such as loss of morale and increased costs. Health care costs, paid sick leave and funeral costs also add to the financial burden in dealing with diseases. The police forces may be particularly at risk of these impacts because of the generous provision of such benefits. The obvious impact of these increased costs is that the budget for the police force will be stretched with less money available for regular training, investment, infrastructure, and equipment (Manzini and Gwandure, 2011).

2.3.6 Effect of employee transport services on job performance

Sendawula et al.(2018) noted that various benefits like transport, training and other resources from the organization would be more likely to feel obliged to repay the organization through greater work engagement and in turn. Employee motivation is enhanced through such services and therefore leads to their efficiency in a given organization. Therefore, Airtel Uganda should ensure transport is provided to her workers. Nassazi (2013) also added that the overall aim of reward systems is to attract and retain human resources. When they pay, conditions are perceived by the employee as equitable and in relation to their performance improvement. She explained that organizations can use non-financial rewards like transport fee, and other incentive schemes to increase performance.

2.4 Research Gaps

Different researchers reviewed literature on welfare services, job performance in Telecommunication Company in western setting (Hargreaves, 1994; Lalitha & Priyanka, 2014). But none of the scholars, to the authors' knowledge, has studied the medical services, canteen services, transportation services and housing services in the Uganda setting. It was, however, difficulty to obtain a study conducted on employee welfare services on job performance in Uganda. More of the literature is indeed on western setting and the services that affect job performance in these countries might be very different from such services that affect job performance in developing countries. For example, there is scanty literature on the impact of medical services on employee performance. Enough research has not been undertaken to establish the degree of effects that medical services have on boosting employee performance in organizations. The studies have showed that welfare service research studies are carried out using western countries samples.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents a description of the various sub sections that constitute the methodology of the study that was adopted by the researcher in executing the study along with the justification behind them (Kothari 2004). It contains the research design, study population, determination of the sample size, sampling techniques and procedure, data collection methods, data collection instruments, pretesting (validity and reliability), procedure of data collection, data analysis, measurement of variables, ethical considerations and limitations.

3.1 Research Design

A descriptive cross-sectional survey research design was adopted with both qualitative and quantitative approaches. Amin (2005) pronounces that a descriptive cross-sectional survey research design is a research plan that is concerned with systematic description of the characteristics of an event, place, population or item being studied at a given time. This study is cross-sectional because the researcher intends to pick a cross-section of respondents over short period of time and follow up of the respondents were not necessary. A survey has been chosen because it allowed the researcher to get a detailed description of the effect of welfare on the performance of employees in Airtel Uganda.

Since the researcher is interested in a systematic description of the effect of housing, provision of meals and medical care, allowances and good work environment on employees' performance, then this research design is most appropriate. Both qualitative and quantitative approaches were used to collect, present and interpret data as a way of enhancing the quality of the findings of the study. Amin (2005) opines that "...results from one method can help develop or inform the other method or one method can be nested within another method to provide insight into different levels of analysis". Therefore, by using both qualitative and quantitative research paradigms, the researcher attained methodological triangulation that will help enhance the validity and reliability of the study. The qualitative approach was employed during the collection, analysis, interpretation and presentation of none numerical data while the quantitative approach was used in the collection, analysis, interpretation and presentation of numerical data.

3.2. Study Area

The study was carried out in Airtel Uganda located in central Uganda, Kampala district.

3.3 .Target Population

The target population of this study was employees of Airtel Uganda, Kampala District, where the accessible population of this study was 440 respondents in the selected company (Airtel Staff Manual, 2016).

3.4 Sample Size

A sample consists of entities that are drawn from a study population with an intention of estimating the population characteristics (Siegel, 2003). The data was collected from a sample size of 209 respondents including; 42 managers, 66 supervisors, and 101 operational staff, and all these were sampled from a population of 440 members, of the company.

In this study the sample of the study was reached through the Solven's formula which is;

Formula;

$n =$

Where,

N =target population

n =sample size

$e=0.05$

$n =$

$n =209$ Respondents

Table: 3. 1 Sample distribution

Categories	Population	Sample Size
Managers	74	42
Supervisors	127	66
Operational staff	239	101
Total	440	209

Source: Airtel Uganda, 2017/18.

3.5. Sample Selection Techniques

The study sample size comprised of 209 respondents which included some that were selected from the departments at the company.

The sample size of 209 respondents was regarded as researcher's saturation point, the same sample size which was considered big enough to make the findings representative to the study population.

In all departments at the company area simple random sampling was employed but separately. Here the names of participating departments was listed and the lottery method was used to select the one department to represent the entire study population.

Selection of respondents involved stratified random sampling. Here, the list of the department beneficiaries in various departments (sampling frame) in each of the departments sampled was obtained at the head human resource department. The researcher reorganized the list of beneficiaries according to gender.

Two strata of male and female beneficiaries was constructed and finally systematic sampling of respondents on the list was selected until the desired sample size was obtained.

The rationale for the use of this Stratified random sampling technique is that it reduces on sampling errors because the elements (respondents) within each stratum are as homogenous as possible (males in one stratum and females in another stratum). This technique also enables the researcher to collect data, analyze it and interpret it according to the strata created.

In addition, random purposive sampling technique was employed to select the key informants. The selection of the key informant's targets departmental heads, supervisors at all levels in the company.

3.6. Data collection methods and instruments

Questionnaires were used as the main instruments to collect data.

3.6.1 Questionnaires

The structured questionnaires were used to obtain quantitative data for the research. The structured questionnaire technique was selected because it controlled the researcher's related problems that increase measurement error in survey research by being confidential and objectively filled by the respondents without any interference. The instrument had four sections A, B, C, and D. Section A was designed to gather information on demographic characteristics of the respondents. Section B had questions on employee welfare. Section C had questions on the independent variables, which is concerned with welfare programs. Section D was the dependent variable Job performance with the items that were used to seek data for it.

3.7 Reliability and validity of instruments

3.7.1 Validity of the Instrument

Content validity refers to the degree to which the test actually measures or is specifically related to the traits for which it was designed. The content validity was conducted using $CVI = n/N$, where CVI stands for content validity, N stands for total number of item in questionnaires and n stands for number of relevant items in questionnaires. Any score that was obtained above 0.7 meant that the instrument was valid for use. Content validity helped the researcher understand how measurement tool (questionnaire) taps into the various aspects of the specific construct in question. For the instrument to be accepted as valid, this average index should be 0.7 or above (Amin, 2005).

$$\begin{aligned} \text{Content Validity Index (CVI)} &= \frac{\text{No. of questions declared valid}}{\text{Total no of questions}} \dots\dots (3.1) \\ &= \frac{24}{28} = 0.86 \end{aligned}$$

A CVI of 0.86 was used to declare that the research instrument was valid since it was above 0.7 which is the minimum CVI index required to declare a research instrument valid (Amin, 2005).

3.7.2 Reliability of the Instrument

Reliability is a measure of the degree to which a research instruments yields consistent results or data after repeated trials Mugenda and Mugenda (2003). To ensure reliability of the research instrument, the study adopted test-retest method. Test-retest reliability refers to the temporal stability of a test from one measurement session to another. The procedure is to administer the test to group of respondents and then administer the same test to the same respondents at a later date. In this study, nine (9) questionnaires were first given to nine (9) respondents who were not part of the final respondents and then after one week, the same respondents were given the same questionnaires. The results from these two sets of responses were then correlated. The coefficient of correlation was 0.87, which above is above the 0.7 ration required for the instrument to be regarded as reliable.

3.8 Measurements and scales in the study

There were three sets of Researcher Made Questionnaires (RMQs) directed to the respondents. The first questionnaire helped the researcher to collect data on the profile characteristics of respondents.

The second questionnaire involved questions on the independent variable, namely questions on welfare services. All questions in this questionnaire were closed ended basing on a four point Likert scale ranging from 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

The third questionnaire involved questions on level of job performance. All questions in this questionnaire were also closed ended based on a four point Likert scale ranging from one to four, where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

3.9. Data analysis

The statistical package was used for analysis of data in this study. Different statistical techniques were used namely: Data on profile of respondents were analyzed using simple frequencies and percentage distributions. Percentages were used on the variables. An item analysis helped the researcher to identify the strengths and weaknesses in the variables from which conclusions were derived. The following numerical values and response modes were used to interpret the means.

Mean range	Response range	Interpretation
4.21-5.00	Strongly agree	Very High
3.41-4.20	Agree	High
2.61-3.40	Neutral	Moderate
1.81-2.60	Disagree	Low
1:00-1.80	Strongly disagree	Very low

The regression analysis was used to determine the effect of welfare services on job performance in Airtel Uganda, and hence achieve the purpose of the study. Pearson's Linear Correlation Coefficient (PLCC) was used to achieve the specific objectives. The hypothesis were tested using the p-value. The decision rule was to accept the null hypotheses if the p-value is greater than the significance level (0.05), and to reject otherwise.

3.8. Ethical considerations

The entire research process was conducted with due respect to ethical considerations in research. The researcher obtained the consent of the respondents to participate in the study. The researcher also minded about treating the respondents' views with utmost confidentiality. In general, a high degree of openness regarding the purpose and the nature of the research was observed by the researcher.

3.9 Limitations of the study

The researcher encountered the following challenges:

Recording, analyzing and findings related to the study were not easy. This was due to poor handwriting by some respondents which delayed the completion of the study. The researcher, however, dedicated enough time to editing the findings.

Some respondents were not in position to freely respond to the questions which were asked by the researcher due to a lot of fear. The researcher, however, employed different techniques of asking questions in order to get what was needed of the respondents.

However, the researcher approached the respondents wherever they would be and through rapport creation process, she explained to them why one's responses to the study are vital and therefore sparing some little time to adjust and participate in the study is important and desirable. In cases of un-adjustable schedules, appointments were secured for the next time.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0. Introduction

This chapter presents the findings of the research as well as their analysis and interpretation. Where necessary, aids such as tables were used to clarify the meaning of the data presented. The findings presented in the tables and figures are further explained to equip the reader with clear picture and understanding of the phenomenon under analysis.

4.1 Demographic Characteristics of Respondents

The researcher distributed 209 questionnaires and all of them were completed and utilized in the analysis. This showed a 100% response rate. Table 4.1 shows the socio-demographic characteristics of the respondents.

Table: 4. 1 Demographic characteristics of the respondents

Category	Frequency	Percentage
Sex		
Male	152	72.7
Female	57	27.3
Total	209	100
Age		
18-24	18	8.6
25-34	71	34
35-44	44	21.1
45-54	72	34.4
58 and above	4	1.9
Total	209	100
Education qualification		
Post graduate	53	25.4
1 st Degree	69	33
Diploma	67	32.1
Below diploma	20	9.6
Total	209	100
Number of years working with the company		
Over 5 years	86	41.1
3-5 years	54	25.8
1-3 years	54	25.8
Less than a year	15	7.2
Total	209	100

Source: Field data, 2018

Table 4.1 shows the demographics characteristics of the respondents. In terms of the respondents' sex, the study found that the majority (152) of the respondents (representing 0.72 %) were male and 57 respondents (representing 0.27%) were female. Table 4.1 also

shows the age of the respondents. It was found that 18 of the respondents were between 18-24 years; 71 of the respondents were between 25-34 years; 44 of the respondents were between 35-44 years; and the majority (72) respondents were between 45 and 54 years. The remaining four respondents were 58-and-above years.

Furthermore, Table 4.1 shows the education level of the respondents. It was found that 53 respondents were post graduate degree holders. Also, 69 respondents were 1st degree holders; 67 respondents were diploma holders, and 20 respondents had qualifications below diploma level.

Also, the study established the duration in which the respondents had worked with Airtel. Table 4.1 shows that majority (86) (representing 41.1%) of the respondent had worked with Airtel for a of about five years; 54 (representing 25.8%) of the respondents have worked with Airtel for a period of 3-5 year, another 54 respondents (representing 25.8%) of the respondents have worked for a period of between 1-3 years, and 15 respondents (representing 7.2%) of the respondents have worked with Airtel for a period of less than a year.

4.2 Welfare services in Airtel Uganda

This sub section targets employee welfare services of the study. Responses were scaled ranging from 1-5; where 5=Very High, 4=High, 3=Moderate, 2=Low, 1=Very low. The key to the rating is: Very low (1.00-1.80), Low (1.81-2.60), Moderate (2.61-3.40), High (3.41-4.20), Very High (4.21-5.00). The responses were analyzed using the mean computed through the SPSS program, and are shown in Table 4.2.

Table: 4. 2 Welfare services

Items on welfare services	Mean	Std.	Interpretation
Medical /health services			
Airtel offers medical services to employees	2.59	1.201	Low
The company has first aid kits to cater for injured workers	2.51	1.331	Low
All employee staff use clean treated water for domestic use	2.44	1.189	Low
The company has poor medical facilities	2.31	1.074	Low
Employees of Airtel are treated by the best health experts	1.80	1.152	Very low
Average mean	2.33		Low
Canteen services			
Airtel offers us meals containing a balanced diet	3.16	1.061	Moderate
Airtel offers daily breakfast and lunch facilities to their staff	2.83	1.187	Moderate
The company doesn't offer canteen services to employees	2.21	0.938	Low
Airtel employees are fed on poor daily meals	2.07	0.906	Low
Average mean	2.57		
Transport services			
Airtel meets all my travel allowances when doing company work	4.64	1.252	Very high
The company lacks enough vehicles to cater movement of all the staff	4.44	1.018	Very high
The company provides vehicle for transportation of staff	3.95	1.034	High
There are always transport fee to and from work	2.60	1.046	Low
Average mean	3.91		High
Housing services			
Airtel has the best accommodation facilities among industries in Kampala Uganda	4.56	1.133	Very high
There is a storage building blocks	4.20	1.152	High
The company staff stay in poor housing structures	3.83	1.195	High
There is accommodation facilities by the company	2.54	1.248	Low
Average mean	3.78		High
Overall mean	2.40	1.1245	Low

Source: Primary data, 2018

Key to interpretation of means

Mean range	Response range	Interpretation
4.21-5.00	Strongly agree	Very High
3.41-4.20	Agree	High
2.61-3.40	Neutral	Moderate
1.81-2.60	Disagree	Low
1:00-1.80	Strongly disagree	Very low

Results in table 4.2 indicated that employee welfare services in Airtel Kampala Uganda was low and this was indicated by the overall mean of 2.40, implying that in Airtel Kampala doesn't provide effective welfare services to the employees. With respect to medical services; results indicated that medical services was rated low and this was indicated by the average mean (mean=2.33), implying that the medical services are not fairly provided to the employees at Airtel in Kampala Uganda. Results still indicated that Airtel does not offer medical services to employees (mean=2.59), the company has no first aid kits to cater for

injured workers (mean=2.51), all employee staff do not use clean treated water for domestic use (mean=2.44), the company has poor medical facilities (mean=2.31), employees of Airtel are not treated by the best health experts (mean=1.80).

With respect to canteen services, this construct was rated low and this was indicated by the average mean of 2.57. Results still indicated that Airtel offers meals containing a balanced diet (mean=3.16), Airtel offers daily breakfast and lunch facilities to their staff (mean=2.83), the company doesn't offer canteen services to employees (mean=2.21), however Airtel employees are fed on poor daily meals (mean=2.07). With respect to transport services; results indicated that four items were used to measure this construct and it was also rated high and this was indicated by the average mean of 3.91, implying that transport services are fairly given to employees. The respondents still responded that; Airtel meets all travel allowances when doing company work (mean=4.64), the company lacks enough vehicles to cater movement of all the staff (mean=4.44), the company provides vehicle for transportation of staff (mean=3.95), however employees are not always given transport fee to and from work (mean=2.60).

The results thus show that the respondents disagreed with the statement that: I have accommodation facilities by the company (mean 2.50; Std. 1.248), meaning that Airtel does not provide accommodation facilities to its employees. Furthermore, the study reveals that Airtel staff stay in poor housing structures (mean 3.83; Std. 1.195). This means that the respondents disagreed with the statement that company staff stays in poor housing structures. Although the company does not offer housing to its employees, the employees don't stay in poor housing structures. However, the findings revealed that the respondents strongly agreed with the statement that: Airtel has the best accommodation facilities among industries in Uganda (mean 4.56; Std. 1.133). This meant that Airtel does not have the best accommodation facilities among industries in Uganda. Finally, the respondents agreed with the statement that: I stay in a storage building blocks (mean 4.20; Std. 1.152), meaning that most of Airtel employees stay in storage building.

4.3 Job performance in Airtel Uganda

This sub section targets employee performance in Airtel Uganda. Responses were scaled ranging from 1-5; where 5=Very High, 4=High, 3=Moderate, 2=Low, 1=Very low. The key to the rating is: Very low (1.00-1.80), Low (1.81-2.60), Moderate (2.61-3.40), High (3.41-

4.20), Very High (4.21-5.00). The responses were analysed using the mean computed through the SPSS program, and are shown in Table 4.2.

Table: 4. 3 Level of job performance in Airtel Uganda

Category	Mean	Std.	Interpretation
Quality			
Airtel clients are always happy and appreciate their work	3.93	1.191	High
Employees demonstrate a passion for exceeding expectations and I do not tolerate low quality work	3.77	1.124	High
Employees respond to others in a timely manner	3.67	1.017	High
There is usually complete assignments with minimal wastage of time and resources	3.48	1.212	High
Employees strive to ensure quality problems in my unit/department are followed up on	3.15	1.300	Moderate
There is complete work that is generally error free	2.64	1.189	Moderate
Average mean	3.44		High
Effectiveness			
There is always day-to-day decisions within scope of job responsibilities and effectively take issues to supervisor	3.88	0.973	High
Employees effectively and efficiently make use of time and resources	3.60	0.960	High
Employees consider consequences and impacts of effectiveness	3.46	1.22	High
Airtel employees seeks input from relevant sources and identify the root cause(s) of problems to bring about good effectiveness	3.18	1.063	Moderate
Average mean	3.53		High
Efficiency			
There is usually establish both short and long-term goals to facilitate the accomplishment of one's own work duties efficiently	3.95	0.897	High
There is effectively and efficiently make use of time and resources	3.89	0.964	High
They work with their supervisors to identify the resources needed for work activities	3.79	0.99	High
They create a plan to work within and meet the established timeline efficiently	3.71	0.900	High
They have a system for planning and organizing my own time. (I monitor individual progress)	3.16	1.574	Moderate
They let others know when plans need to be changed or adjusted	3.13	1.010	Moderate
Average mean	3.61		High
Punctuality/time			
They always report at work in time	4.52	1.166	High
They leave work at the scheduled time	3.59	1.065	High
They are available at work at the scheduled time	3.59	1.065	High
They are motivated to work	3.51	1.143	High
There is team work in my department	3.51	1.143	High
There are often report to work at the scheduled time	3.39	1.177	Moderate
They always meet deadlines	3.29	1.231	Moderate
Their colleagues encourage them to perform	3.27	1.112	Moderate
They always find it necessary to come early	2.51	1.415	Low
Average mean	3.46		High
Overall mean	3.51	28.106	High

Source: Field data, 2018

Key to interpretation of means

Mean range	Response range	Interpretation
4.21-5.00	strongly agree	Very High
3.41-4.20	Agree	High
2.61-3.40	Neutral	Moderate
1.81-2.60	Disagree	Low
1.00-1.80	strongly disagree	Very low

On establishing job performance in Airtel, the study used indicators like quality of work, effectiveness, efficiency, and Punctuality/time. These were the measurements of performance used in the study. In measuring quality, the study (Table 4.3) show that the respondents were noncommittal on the statement: I complete work that is generally error free (mean 2.64; Std. 1.189), meaning that the respondents were not sure of whether Airtel employees complete their work free from errors. Furthermore, of the respondents agreed with statement that: I usually complete assignments with minimal wastage of time and resources (mean 3.48; Std. 1.212). Also, the respondents agreed with the statement that: Employees demonstrate a passion for exceeding expectations and I do not tolerate low quality work (mean 3.77; Std. 1.124), meaning that Airtel employees are committed to work and they do not tolerate low quality work.

With respect to quality; the results indicated that the respondents agreed with the statement that: Employees respond to others in a timely manner (mean 3.67; Std. 1.017), meaning that Airtel employees respond to others in a timely manner. On whether Airtel clients are always happy and appreciate their work, the study revealed that Airtel clients are always happy and appreciate their work (mean 3.93; Std. 1.91). However, the respondents remained neutral on the statement that: Employees strive to ensure quality problems in my unit/department are followed up on (mean 3.15; Std. 1.300).

In relation to effectiveness; the findings revealed that the respondents agreed with the statement that: Employees consider consequences and impacts of effectiveness (mean 3.46; Std. 1.22). However, the respondents remained neutral on the statement that: Airtel employees seek input from relevant sources and identify the root cause(s) of problems to bring about good effectiveness (mean 3.18; Std. 1.063). The findings on Table 4.3 also show that the respondents agreed with the statement that: I always make day-to-day decisions within scope of job responsibilities and I know when to effectively take issues to supervisor (mean 3.88; Std. 0.973), meaning that Airtel employees always make day-to-day decisions

within scope of job responsibilities and I know when to effectively take issues to supervisor. The respondents also agreed with the statement that: Employees effectively and efficiently make use of time and resources (mean 3.60; Std. 0.960), meaning that Airtel employees effectively and efficiently make use of time and resources.

With respect to efficiency; results in Table 4.3 show that the respondents agreed with the statement that: I create a plan to work within and meet the established timeline efficiently (mean 3.71; Std. 0.900), meaning that employees create a plan to work within and meet the established timeline efficiently. In addition, the study also found that the respondents agreed with the statement that: I effectively and efficiently make use of time and resources (mean 3.89; Std. 0.964), meaning that Airtel employees effectively and efficiently make use of time and resources. However, the study also found that the respondents were not decided on the statement that: I let others know when plans need to be changed or adjusted (mean 3.13; Std. 1.010).

The results revealed that the respondents agreed with the statement that: I work with my supervisor to identify the resources needed for work activities (mean 3.79; Std. 0.99), meaning that Airtel employees work with their supervisors to identify the resources needed for work activities. Table 4.3 also shows that the respondents agreed with the statement that: I usually establish both short and long-term goals to facilitate the accomplishment of one's own work duties efficiently (mean 3.95; Std. 0.897). Finally on efficiency, the study findings revealed that: I have a system for planning and organizing my own time (mean 3.16; Std. 1.574). This means that Airtel employees have systems for planning and organizing their own time.

Punctuality was another indicator used in measuring employee performance. This is shown in Table 4.3. For example, the study found that the respondents did not give their view on the statement that: I always meet deadlines (mean 3.29; Std. 231). Also the respondents remained neutral on the statement that: I often report to work at the scheduled time (mean 3.39; Std. 1.177). However, the respondents agreed with the statement that: I leave work at the scheduled time (mean 3.59; Std. 1.065), meaning that Airtel employees leave work at the scheduled time. The respondents further agreed with the statement that: I am available at work at the scheduled time (mean 3.59; Std. 1.065), meaning that Airtel employees are always available at work at the scheduled time.

Results also show that the respondents agreed with the statement that: I always report at work in time (mean 3.70; Std. 1.166), meaning that Airtel employees always report for work on time. However, the respondents remained neutral on the statement that: I always find it necessary to come early (mean 3.11; Std. 1.415), meaning that Airtelemployees always find it necessary to come early for work. The study also shows that the respondents agreed with the statement that: I am motivated to work (mean 3.51; Std. 1.143), meaning that the employees are motivated to work. However, the respondents remained neutral on the statement that: My colleagues encourage me to perform (mean 3.27; Std. 1.112), implying that Airtel employees encourage each other to perform. Finally, the study found that the respondents agreed with the statement that: There is team work in my department (mean 3.51; Std. 1.143).

4.4 Preliminary Analysis

Table: 4. 4 Normality test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job_Performance	.065	209	.031	.988	209	.082

According to Tabachnick and Fidell (2001) the Shapiro-Wilk test rejects the hypothesis of normality when the p-value is less than or equal to 0.05. Failing the normality test allows you to state with 95% confidence the data does not fit the normal distribution. Passing the normality test only allows you to state no significant departure from normality was found. The p-value (p=.082) in the table confirms normality.

Table: 4. 5 Test for Linearity

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Job_Performance * Emp_Welfare	Between Groups	(Combined)	6.427	96	.067	1.216	.159
		Linearity	.625	1	.625	11.356	.001
		Deviation from Linearity	5.802	95	.061	1.109	.298
	Within Groups		6.168	112	.055		
	Total		12.595	208			

The above table confirms linearity since the p-value is less than 0.05 in the linearity row.

Table: 4. 6 Testing for Multicollinearity

Correlations					
		Housing1	Canteen1	Transport1	Medical1
Housing1	Pearson Correlation	1	-.002	.002	.002
	Sig. (2-tailed)		.976	.979	.981
	N	209	209	209	209
Canteen1	Pearson Correlation	-.002	1	-.002	.021
	Sig. (2-tailed)	.976		.976	.766
	N	209	209	209	209
Transport1	Pearson Correlation	.002	-.002	1	.002
	Sig. (2-tailed)	.979	.976		.981
	N	209	209	209	209
Medical1	Pearson Correlation	.002	.021	.002	1
	Sig. (2-tailed)	.981	.766	.981	
	N	209	209	209	209

Multicollinearity according to Pallant (2005) refers to the relationship among the independent variables. Multicollinearity exists when the independent variables are highly correlated ($r=.9$ and above). The above table confirms the absence of Multicollinearity.

4.5 Objective one; Effect of medical services on job performance in Airtel Kampala Uganda

This objective intended to examine the effect of medical services on job performance in Airtel Kampala Uganda, simple linear regression was used to analyze and fulfill this objective;

Table: 4. 7 Shows Results on effect of medical services on job performance in Airtel Kampala Uganda

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.641 ^a	.411	.399	.36363		
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.338	1	4.338	32.811	.000 ^a
	Residual	6.215	47	.132		
	Total	10.553	48			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.386	.256		5.421	.000
	Medical services	.491	.086	.641	5.728	.000

b. Dependent Variable: Job performance.

Regression analysis results in the Model Summary table revealed that medical services accounted for 41.1% on job performance in Airtel Kampala Uganda and this was indicated by r-squared of 0.411 implying that medical services as a system of employee welfare services contributes to job performance in Airtel Kampala Uganda.

The ANOVA table indicated that medical services as a system of employee welfare services significantly affects job performance and this was indicated by the F-value=32.811 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 which is the maximum level of significance required to declare a significant effect. This implies that medical services as a system of employee welfare services highly contributes to the quality of job performance in Airtel Kampala Uganda.

The coefficients table indicated that considering the standard error, medical services significantly influences the job performance in Airtel Kampala Uganda ($\beta=0.491$, Sig=0.000). Given that the sig-value (0.000) is less than 0.05, the null hypothesis was rejected.

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

4.5 Objective two; Effect of canteen services on job performance in Airtel Kampala Uganda

This objective intended to ascertain the effect of canteen services on job performance in Airtel Kampala Uganda, simple linear regression was used to analyze and fulfill this objective;

Table: 4. 8 Results on effect of canteen services on job performance in Airtel Kampala Uganda

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.581 ^a	.338	.324	.38561		
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.564	1	3.564	23.971	.000 ^a
	Residual	6.989	47	.149		
	Total	10.553	48			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.668	.242		6.896	.000
	Canteen services	.425	.087	.581	4.896	.000

a. Dependent Variable: Job performance.

Regression analysis results in the Model Summary table 4.6 indicated that the canteen services accounted for 33.8% on job performance in Airtel Kampala Uganda and this was indicated by R-squared of 0.338 implying that canteen services as a system of employee welfare services significantly contributes 33.8% on the job performed by workers in Airtel Kampala Uganda.

The ANOVA table indicated that canteen services significantly affects job performance and this was indicated by the F-value=23.971 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that canteen services as a system of human resource highly affects the quality of job performed by workers in Airtel Kampala Uganda.

The coefficients table indicated that considering the standard error, canteen services significantly affects job performance ($\beta=0.425$, Sig=0.000). Given that the p-value (0.000) is less than 0.05, the null hypothesis is rejected.

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

4.6 Objective three; Effect of transport services on job performance

This objective assessed the effect of transport services on job performance in Airtel Kampala Uganda, simple linear regression was used to analyze and fulfill this objective;

Table: 4. 9 Effect of transport services on job performance

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.473 ^a	.524	.215	.55553	
a. Predictors: (Constant), Transport services						
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.021	1	8.021	25.992	.000 ^a
	Residual	27.775	90	.309		
	Total	35.796	91			

a. Predictors: (Constant), Transport services						
b. Dependent Variable: Job performance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.326	.315		4.207	.000
	Transport services	.562	.110	.473	5.098	.000
a. Dependent variables: Job performance						

Regression analysis results in the Model Summary table indicated that transport services accounted for 52.4% on job performance in Airtel Kampala Uganda and this was indicated by r-squared of 0.524, implying that transport services significantly contributes 52.4% on the job performed by workers in Airtel Kampala Uganda.

The ANOVA table indicated that transport services significantly affects the job performance and this was indicated by the F-value=25.992 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that transport services highly affect job performance in Airtel Kampala Uganda.

The coefficients table indicated that considering the standard error, transport services significantly affects the job performed by workers in Airtel Kampala Uganda ($\beta=0.562$, Sig=0.000).

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

4.7 Objective four; effect of housing services on job performance

Table: 4. 10 Effect of housing services on job performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.479 ^a	.430	.228	.43141		
a. Predictors: (Constant), housing services						
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.151	1	20.151	108.275	.000
	Residual	67.558	363	.186		
	Total	87.709	364			
a. Predictors: (Constant), housing services						
b. Dependent Variable: job performance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.687	.096		17.652	.000
	Housing services	.362	.035	.479	10.406	.000
a. Dependent Variable: job performance						

Regression analysis results in the model Summary table indicated that the housing services significantly affects job performance Uganda at a rate of 43% and this was indicated by r-squared of 0.430, hence implying that housing services significantly influences the job.

The ANOVA table indicated a positive significant effect housing services has on job performance and this was indicated by the positive F-value=108.275 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that housing services highly affects job performance. Still this implied that effective housing services improve the level of job performance and ineffective housing services may reduce it.

The coefficients table indicated that considering the standard error, housing services significantly affects job performance in Airtel Kampala Uganda ($\beta=0.362$, Sig=0.000).

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This chapter discusses the findings in relation to the objectives of the study. It is subdivided into four sections. The research objectives were; i) to examine the effect of medical services on job performance in Airtel Kampala Uganda, ii) to determine the effect of canteen services on job performance in Airtel Kampala Uganda, iii) to assess the effect of transport services on job performance in Airtel Kampala Uganda and iv) to establish the effect of housing services on job performance in Airtel Kampala Uganda.

5.1 Discussion of findings

The findings were presented following the study objectives;

5.1.1. Effect of medical services on job performance

The findings indicated that medical services significantly affect job performance in Airtel Kampala Uganda. This effect therefore implies that medical services as an employee welfare service system contributes to job performance in Airtel Kampala Uganda. This finding is in line with Armstrong (2016) who argues that medical services aim to provide help to employees who get absent from work for long periods because of illness related issues. They should aim to speed the return of employee to work. Visits should be made by the managers or specialized full-or part-time sick visitor with the aim of showing employees that their firm and colleagues are concerned about their welfare and also to alleviate any loneliness they may feel. It is argued that sickness can affect an employees' performance. The loss of workers and productive time cannot be separated from other impacts such as loss of morale and increased costs. Health care costs, paid sick leave and funeral costs also add to the financial burden in dealing with sickness (Manzini and Gwandure, 2011).

5.1.2. Effect of canteen services on job performance

The findings revealed that there is a significant effect canteen services has on job performance in Airtel Kampala Uganda; this also implied that effective canteen services improves the level of job performance in Airtel Kampala Uganda and poor canteen services reduces it. This effect therefore implies that when employees are provided with eats and drinks, they can perform to the best of their abilities. This finding agrees with Akinmoladun and Oluwoye (2017) who noted that food is universally accepted as the most important human need. Gulled (2011) has traced company feeding programs back to the mid nineteenth

century in Europe in France when the Paris guards established a fund for providing needy children with school lunches. It later spread to other countries like Japan and by late 1940s; it had been established in the United States of America and later to several other countries. As earlier noted, provision of meals such as break tea, lunch and evening tea does not only address the employees' physical health but also helps them have more time to attend to the different organizational tasks allocated to them (Mudhasi, 2017).

5.1.3 Discussion of the effect of transport services on job performance

The findings indicated that transport services significantly affects job performance in Airtel Kampala Uganda, this effect therefore implies that transport services as an employee welfare service system contributes to job performance in Airtel Kampala Uganda. This finding is in line with Sendawula et al.(2018) who noted that various benefits like transport and other resources from the organization would be more likely to feel obliged to repay the organization through greater work engagement and in turn. Therefore, Airtel Uganda should ensure transport is provided to her employees. The overall aim of reward systems is to attract and retain human resources. When they pay, conditions are perceived by the employee as equitable and in relation to their performance improvement. She explained that organizations can use non financial rewards like transport fee, and other incentive schemes to increase performance. Employee motivation is enhanced through such services and therefore leads to their efficiency in a given organization.

5.1.4 Effect of housing services on job performance in Airtel Uganda

The fourth objective sought to establish the effect of housing services on employee performance in Airtel Uganda. The findings revealed that there was a significant effect of housing services on job performance in Airtel Uganda. This finding is in line with Ikenyiri and Ihua-maduenyi (2011) who examined employees' assessment of needs effectiveness in Omoku-Rivers state, Nigeria. They found out that enhancement of rent allowance (Housing) was a strong predictor of employee effectiveness in Airtel Uganda. Akinmoladun and Oluwoye (2017) also carried out an assessment of why the services of housing shortages persist in developing countries in Lagos metropolis, Nigeria. The study revealed that housing delivery in Nigeria was based by several problems. The study concluded that the elitist orientation of the existing housing policy be discouraged and recommended that the people for which the houses are meant should be involved in policy formulation, implementation and review. The study further suggested progressive increase of the supply of high quality and affordable housing units to ease the perennial housing problems. Meanwhile, Mulkeen (2005) in country case

studies done in conjunction with the world bank in Lesotho, Malawi, Mozambique, Uganda and Tanzania examined employees for rural branches as a challenge for Africa. The study found out that housing was a major incentive for teacher to locate in rural

5.2 Conclusions

From the findings and the corresponding discussions, the study drew the following conclusions.

Objective: 1. According to the findings medical services has a positive significant effect on job performance in Airtel Kampala Uganda. Hence concluding that applying of medical services as an employee welfare service system can lead to the improvement in the job performance since it increases on the quality, productivity and efficiency while at work.

Objective 2. According to the findings canteen services has a significant effect on job performance in Airtel Kampala Uganda, hence concluding that job performance can be improved once canteen services are effectively provided because it helps to increase the customer care by the employees within Airtel, thus giving satisfaction to the end customer by availing the desired service when needed.

Objective 3. According to the findings transport services has a positive significant effect on job performance in Airtel Kampala Uganda. There should be provision of a consistent and systematic method of providing transport services that are based on the requirements of the job being rotated. Hence concluding that provision of transport services as an employee welfare service system can lead to the improvement of job performed by employees since it increases on the quality, productivity and efficiency during work execution.

The study concludes that Airtel offer housing to its employees, the employees don't stay in poor housing structures. However, the study also concludes that Airtel always try to provide accommodation facilities to its employees even though it's not so much effective.

5.3 Recommendations

After the presentation and discussion of findings, plus the conclusions derived there from, the study ends with making recommendations and suggestions for further studies. The recommendations were based on the objectives of the study.

On medical services, the study recommends that Airtel increases its medical allowances to its employees. Also, Airtel should have better medical facilities that can handle emergencies once they arise. In doing this, Airtel will motivate her employees and this will reduce on employee turnover rate. This will also help Airtel reduce budget on medical expenditures.

It was found that Airtel's canteen services are good but the study goes ahead to recommend that more convenient and affordable canteen services be provided to Airtel employees. This will make it easy for them to access food items and reduce on the time of movement in such for foods outside the company premises.

Although Airtel was found to offer transport allowances to its employees who move on company program, the study recommends that Airtel should increase on the number of vehicles for transporting its staff. The vehicles should provide transport to and from work. This will minimize late coming and also increase on punctuality of the staff.

Finally, the study recommends that Airtel should provide housing to its staff, especially lower cadre staff who may not meet the high costs of housing in the city. This is because the study found that Airtel does not have housing for its staff.

5.4 Limitation of the Study

The following anticipated threat to validity with relevance to this study is as follows:

- 1 Dishonesty. This was common on the side of the respondents concerning certain questions despite the request for honesty by the researcher. This was controlled through close supervision by the researcher.
- 2 The researcher being employed and a student at the time was challenged with lack of enough time to finish his work on time. This was controlled through giving more time to the research report than other activities.

5.5 Contribution to knowledge

One of the most prominent findings from this study is the fact that it has provided evidence to support the fact that employee welfare services can improve job performance in Airtel Kampala Uganda. The research gap that has been filled by this study, it is the fact that the study covered both the content and geographical gap of employee welfare services and job performance. Another important revelation that can be attributed to this study is that it is now

clear that employee welfare services is somehow lacking, little is done through to improve job performance in Airtel Kampala Uganda.

To management of Airtel Uganda; the study provides an open mind to management of Airtel so that they can make adjustments on handling their workforce in order to improve on job performance. To the community; generally, the study also provides sensitization to the community on how one is ought to be treated once they are working for someone. To academicians; the study provides some directions to academicians who would wish to conduct a study in the same field. This is got from different literature provided.

5.6 Areas for further studies

Prospective researchers and even students are encouraged to research on the following areas;

- 1) Medical services and quality of work produced by employees in Airtel Kampala Uganda
- 2) Canteen services and effectiveness of work done by employees in Airtel Kampala Uganda.
- 3) Employee welfare services and job efficiency in Airtel Kampala Uganda.

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APPENDICES

APPENDIX I: QUESTIONNAIRES

QUESTIONNAIRES TO THE RESPONDENTS OF AIRTEL UGANDA

Dear respondent,

I am called **SWABRA YAHYA UMUTONI**, a researcher pursuing a Master's Degree in Business Administration/management at Kampala International University. I am conducting a research on **"Welfare Services and Job Performance in Airtel Uganda"**. You have been scientifically selected to participate in the study that is for pure academic purposes. You are even assured of the utmost good faith as far as the confidentiality of the information provided is concerned. Please assist and answer the following questions to the best of your knowledge.

Use: Strongly agreed (SA), Agree (A), Disagree (DA) Strongly Disagree (SD), where applicable, otherwise tick in the box provided or fill in the lines provided.

SECTION A: BACKGROUND INFORMATION

1) State your sex

- a) Male ☐ b) Female ☐

2) Age of respondent

- 18-24 ☐ 25-34 ☐ 35-44 ☐
45-54 ☐ 58 and above ☐

1. Which level of Company staff do you belong to?

- a) Top level Management ☐
b) Marketing Department ☐
c) Accounting and Finance Department ☐
D) Production department ☐

4. State your academic qualification

- a) Post graduate ☐
b).1st Degree ☐
c).Diploma level ☐
D).Below Diploma ☐

5. For how long have you been working with Airtel Company?

- a). Over 5 years ☐ b). 3 – 5 years ☐
- c). 1 – 3 years ☐ d). Less than a year ☐

SECTION B:

QUESTIONNAIRES TO DETERMINE THE LEVEL OF EMPLOYEE WELFARE SERVICES

No	Categories	Rating				
		5	4	3	2	1
a.	Transport					
2.	They are always given transport fee to and from work					
3.	The company provides vehicle for transportation of staff					
4.	The company lacks enough vehicles to cater movement of all the staff					
5.	The meets all my travel allowances when doing company work					
b.	Housing					
6.	They have accommodation facilities by the company					
7.	The company staff stays in poor housing structures					
8.	Airtel has the best accommodation facilities among industries in western Uganda					
9.	They stay in a storage building blocks					
	Canteen services					
10.	Airtel offers daily breakfast and lunch facilities to their staff					
11.	Airtel employees are fed on poor daily meals					
12.	Canteen services in Airtel offers us meals containing a balanced diet					
13.	The company doesn't offer canteen services to employees					
	Medical / health services					
14.	Airtel offers medical services to employees					
15.	Employees of Airtel are treated by the best health experts					
16.	The company has first aid kits to cater for injured workers					
17.	The company has poor medical facilities					
18.	All employee staff uses clean treated water for domestic use					

Direction: please write your preferred options on the space provided before each item.

Kindly use the rating guide below;

Instructions:	Rating	Description
Strongly agree	(5)	you agree with no doubt at all
Agree	(4)	you agree with some doubt
Neutral	(3)	you neither agree nor disagree
Disagree	(2)	you disagree with some doubt
Strongly disagree	(1)	you disagree with no doubt at all

SECTION D:

QUESTIONNAIRES TO DETERMINE THE LEVEL OF JOB PERFORMANCE

Direction: please write your preferred options on the space provided before each item.

Kindly use the rating guide below.

Instructions:	Rating	Description
Strongly agree	(4)	you agree with no doubt at all
Agree	(3)	you agree with some doubt
Strongly disagree	(2)	you disagree with no doubt at all
Disagree	(1)	you disagree with some doubt

Statements	5	4	3	2	1
Quality					
19. There is complete work that is generally error free.					
20. They usually complete assignments with minimal wastage of time and resources.					
21. Employees demonstrate a passion for exceeding expectations and I do not tolerate low quality work					
22. Employees respond to others in a timely manner.					
23. Airtel clients are always happy and appreciate their work					
24. Employees strive to ensure quality problems in my unit/department are followed up on					
Effectiveness					
25. Employees consider consequences and impacts of effectiveness					
26. Airtel employees seeks input from relevant sources and identify the root cause(s) of problems to bring about good effectiveness					

27. They always make day-to-day decisions within scope of job responsibilities and I know when to effectively take issues to supervisor					
28. Employees effectively and efficiently make use of time and resources					
Efficiency					
29. They create a plan to work within and meet the established timeline efficiently.					
30. They effectively and efficiently make use of time and resources.					
31. They let others know when plans need to be changed or adjusted.					
32. They work with my supervisor to identify the resources needed for work activities.					
33. They usually establish both short and long-term goals to facilitate the accomplishment of one's own work duties efficiently					
34. They have a system for planning and organizing my own time. (I monitor individual progress).					
Punctuality/time					
35. Employees always meet deadlines					
36. They often report to work at the scheduled time.					
37. They leave work at the scheduled time.					
38. They are available at work at the scheduled time.					
39. They always report at work in time					
40. They always find it necessary to come early					
41. They are motivated to work					
42. Their colleagues encourage us to perform					
43. There is team work in the department.					

SWABRA YAHYA UMUTONI

Sign.....52

END

Thank you very much for your co-operation



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