

**COVID-19 AND PERFORMANCE OF FUEL STATIONS; A CASE STUDY OF  
MASINDI MUNICIPALITY**

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**A DISSERTATION**

**SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF A BACHELOR OF SCIENCE IN OIL AND  
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AFFILIATION TO UCU.**

**JULY 2022**

**DECLARATION**

I Omudeki Moses, hereby declare that this dissertation is my work and has not been submitted before to any other institution of higher learning for fulfillment of any academic award.

Signature.....

Date.....

**APPROVAL**

This is to certify that this dissertation entitled “*Covid-19 and Performance of Fuel Stations; a case study of Masindi Municipality*” has been conducted under my supervision and now it is ready for submission.

Signature.....

Mrs. Monicah Nantongo

Date.....

## **DEDICATION**

I dedicate this dissertation to the Lord my God, my dear parents Mr. Okio Samuel & Mrs. Birungi Florence. I am very grateful to my parents for working tooth and nail toward my academics, and for the support they have provided me with, especially in terms of finance during my stay at Uganda Christian University.

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## LIST OF ACRONYMS

<b>COVID-19</b>	Corona Virus Disease 2019
<b>EACH</b>	<b>East African Community</b>
<b>GoU</b>	Government of Uganda
<b>MoH</b>	Ministry of Health
<b>OAG</b>	Office of Auditor General
<b>UNECA</b>	UN Commission for Africa GDP
<b>WHO</b>	World Health Organization
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>SARS</b>	Severe Acute Respiratory Syndrome
<b>UBOS</b>	Uganda Bureau of Statistics
<b>SOPs</b>	Standard Operating Procedures

## ABSTRACT

The purpose of this study was to examine the effect of COVID-19 and the performance of fuel stations in Masindi Municipality. The study was guided by four objectives, which were: to identify COVID-19 measures in Masindi Municipality; to establish the relationship between COVID-19 measures and performance in Masindi Municipality; to analyze the relationship between COVID-19 and the performance of fuel stations in Masindi Municipality; to determine the measures put in place to ensure the sustainability of Standard Operating Procedures imposed in Masindi Municipality, and to describe the challenges associated with the implementation of Standard Operating Procedures imposed in Masindi Municipality. The study assessed a population of 75, from which a sample of 63 respondents was gotten. The study applied a cross-sectional survey design where closed-ended questionnaires were utilized to collect data and analyze it using the Scientific Package for Social Sciences using frequency distribution tables and percentages.

The findings showed that a large majority agreed that COVID-19 was responsible for poor performance in fuel stations. The COVID-19 measures agreed upon included the following: closure of businesses; lockdowns; curfew; banning of travel and public transport; restrictions on border movements; banning public gatherings; and quarantine. Fuel Stations in Masindi Municipality included; VIVO Strength (U) Ltd-Shell upload-on inverse Bakerm hardware endeavors Masindi Port Avenue, Masindi, Shell predominant gasoline station inverse Masindi Motel Kijuura Street, Rubis gasoline station (market road) Masindi District, and Fillmore gas station Masindi Port Street were among the gas stations proposed for research in Masindi Municipality. The findings on the relationship between COVID-19 measures and performance at four Masindi Municipality fuel stations revealed a slightly positive relationship ( $r = 0.067$ ,  $N = 63$ ,  $p.001$ ).

The study recommends the management of the fuel stations in Masindi Municipality: offer lower price rates during the low season to encourage sales; utilize various sales strategies to market and promote their fuel products; conduct market research to know the existing trend of competitors and to assess current customers' needs and wants so as to serve customers accordingly; hence encouraging the fuel station's better performance.

Like any other research, this research is not exhaustive. Therefore, further research is needed to research whether the results hold for other fuel stations in other municipalities. Other fuel stations might have similarities, and therefore this research could also be applied to those fuel stations.

## CHAPTER ONE

### GENERAL INTRODUCTION

#### 1.1 Introduction

Chapter one presented the background to the study; problem statement; objectives of the study; purpose of the study; research questions; significance of the study; scope of the study; and conceptual framework.

#### 1.2 Background to the study

Covid illness 2019 (COVID-19) was a disease caused by a unique Covid now known as severe Acute Respiratory Syndrome Covid 2 (SARS-CoV-2; also known as 2019-nCoV), which was initially identified after a flare-up of respiratory illness cases in Wuhan, Hubei Province, China (Cennimo et al., 2020). On December 31, 2019, the WHO became the first to respond. COVID-19 was declared a global well-being issue by the WHO on January 30, 2020. (WHO, 2020). The World Health Organization (WHO) declared COVID-19 a global pandemic on March 11, 2020, the organization's most notable challenge since declaring HINI flu a virulent illness in 2009. (WHO, 2020). In recent years, more than 66% of people in Africa had reduced COVID-19, which was greater than the number and amount of unique contaminants (WHO, 2020). According to laboratory tests, there were 11 million distinct COVID-19 cases and 252,000 deaths across Africa. A new meta-examination of normalized sero-predominance research revealed that the true number of diseases was more than one instance more than the number of confirmed unique instances (Dr. Moeti, 2020). According to the document analysis, the infection rate increased from 3% in June 2020 to 65% in September last year during more than 150 tests conducted between January 2020 and December 2018. In other words, instead of the 8.2 million instances expected in September 2021, 800 million were expected (Moeti, 2020). As of February 2021, the COVID-19 pandemic had affected all East African nations (EAC), with 172,094 confirmed cases and 2523 specified deaths (Komakech I, et al., 2021). Uganda, on the other hand, had not yet discovered any cases of SARS-CoV-2 infection. Uganda established various precautions to prevent the transit and spread of SARS-CoV-2 on March 13, 2020, after observing its rapid spread in the world's most unique

countries. These included pre-flight screening for side effects; confinement and testing for suspicious people; and a mandatory 14-day institutional quarantine and check-out of travelers from high-risk international destinations (MoH, 2020). By the 15th of April 2020, fifty-four cases were identified throughout the country (WHO, 2020). Meanwhile, Masindi enlisted the help of a 29-year-old police officer who was in charge of enforcing time limits in the area. At the time of the test, he was housed in the police sleeping quarters and owned as much as Hoima's neighboring Referral health institution. To prevent the spread of the coronavirus, the police encampment was blocked off (MoH, 2020).

Any quarantine, "refuge in the vicinity," "stay at home," staff reduction, social distancing, close down, closure, sequestration, or other regulation, decree, judgment, injection, or other order, directive, guidelines, or pointers issued by any government entity or business group in connection with or in response to COVID-19, including the coronavirus aid, remedy, and financial security Act (CARES Act, 2020). Hand hygiene, social separation, and quarantine were some of the COVID-19 preventive techniques identified by Guner et al. (2020). However, GoU (2020) implemented COVID-19 measures like social separation, masks, and a 7:00 p.m. curfew at petrol stations. The performance of Masindi Municipality's gasoline stations was harmed by these factors. This issue was traced back to previous times, when only the most basic and limited measures were employed.

Coronavirus prevention methods, on the other hand, had a significant influence on Masindi Municipality's petrol stations. Social exclusion, sporting coverings, and a 7:00 pm check-in period were among the measures imposed on petrol stations by the coronavirus. As a result, gas prices rose, competition increased, and Uganda Revenue Authority assessments increased (URA). In Masindi Municipality, they had an impact on the appearance of petrol stations. Regardless, while the number of gas stations in Masindi Municipality increased, the number of offers and benefits decreased, and most petrol stations had to lay off certain employees as a result of lower blessings. VIVO strength (U) Ltd.-Shell upload-on inverse Bakerm hardware endeavors Masindi Port Avenue, Masindi, Masindi Motel Kijuura Street, Rubis gasoline station (market road), Masindi District, and Fillmore gas station on Masindi Port Street were among the gas stations proposed for research in Masindi Municipality. Therefore, if the hole remained unplugged, it would result in a

horrifying exhibition of numerous fuel stations in Masindi Municipality, both now and in the future. This caused the vast majority of them to implode.

Nevertheless, mankind continues to advance despite the persistence of current and potential pandemics. It was vital to understand the causes of pandemics and to improve healthcare through public health. Likewise, modern modifications (covid-19 measures) such as social separation, overlaying, hand hygiene, lockdown (stay at home), curfew, and new vaccines were identified and implemented. Many fuel stations, however, continued to service their clients even if their performance was not meeting their expectations, particularly those of their stockholders. The goal of this investigation was to determine how COVID-19 measures influenced the performance of petrol stations in Masindi Municipality.

### **1.3 Problem Statement**

Masindi District reported a confirmed case of COVID-19, discovered following a brief local area evaluation on May 1, 2020. (Namayanja et al., 2020). Uganda had identified 83 COVID-19 positive cases at the time, with 52 recoveries (74 imported cases). By May 2, 104 people had been identified as having had direct contact with the confirmed case patient shortly before his release. 34 were Army personnel being held in isolation at Masindi Army Barracks Secondary School, 28 were relatives of the case patient and coworkers in quarantine at Masindi General Hospital, and 42 were detainees in Masindi Police cells. The number of isolated people in the emergency clinic was expanding (from 28 to 49 individuals) as additional individuals were conceded, professing to be in close contact with the case patient, and this was causing a blockage (Namayanja et al., 2020). Males and females had similar latrine and restroom offices, and eventually, they had a similar ward. All the more so in this way, the area of the emergency clinic in itself was in a legitimate spot. Security was sufficient to control the passage and exit of individuals. (Namayanja et al., 2020).

As a result of the high number of patients isolated in Masindi District, the Masindi District Task Force decided to incorporate two schools: Masindi Public School and Kabalega Secondary School. These had the capability of being utilized as isolation offices. These offices had rooms where beds could be set for somewhere around 1 meter apart; sufficient food, water, and hand cleanliness arrangements for the quarantine time frames; latrine, restrooms, and garbage removal offices



(Namayanja et al., 2020). Consequently, the patients remained in the quarantine places for 14 days with the assistance of the police to ensure that nobody got away. Furthermore, this diminished the number of clients to be adjusted at the fuel stations due to coronavirus estimates, resulting in a terrible showing.

In this manner, the setting up of new quarantine foundations assisted in diminishing the number of individuals obliged in the particular offices, which thus worked with the support of suggested space and a distance of one meter between beds in the rooms. Satisfactory handwashing offices gave in; all the quarantine offices kept crossing the contacts, starting with one wing and then onto the next to look for something very similar; thus there was no blending. Separate washroom and latrine offices have been shared by both (males and females) (Namayanja et al., 2020). Thus, this large number of measures by the Masindi District Taskforce assisted in decreasing the spread of COVID-19. Regardless of the relative multitude of endeavors that were undertaken by the Masindi District Taskforce, COVID-19 measures prompted the conclusion of numerous organizations, time limitations, limitations on open and confidential means, the conclusion of schools, lockdown, and limitations on bodabodas developments. For instance, this prompted a monetary downturn, subsequently examining the effect of Coronavirus estimates on the presentation of fuel stations in Uganda, a contextual analysis of Masindi Municipality.

#### **1.4 Objectives of the study**

- a. To identify the covid-19 measures imposed in Masindi Municipality,
- b. To establish the relationship between covid 19 measures and performance of fuel stations in Masindi Municipality,
- c. To determine the measures put in place to ensure sustainability of Standard Operating Procedures imposed in Masindi Municipality.
- d. To describe the challenges associated with the implementation of Standard Operating Procedures imposed in Masindi Municipality.

#### **1.5 Research questions**

- a. What were the covid-19 measures imposed in Masindi Municipality?
- b. What was the relationship between covid-19 measures and performance of fuel stations in Masindi Municipality?

- c. What was the sustainability of Standard Operating Procedures imposed in Masindi Municipality?
- d. What challenges were associated with the implementation of Standard Operating Procedures imposed in Masindi Municipality?

## **1.6 Purpose of the study**

The purpose of this study was to examine the effect of COVID-19 measures on the performance of fuel stations in Masindi Municipality.

## **1.7 Scope of the study**

### **1.7.1 Content scope**

The main purpose of this study was to examine the effect of COVID-19 and the performance of fuel stations in Masindi Municipality.

### **1.7.2 Geographical scope**

The study was carried out in Masindi Municipality, which is one of the districts found in Western Uganda.

### **1.7.3 Time scope**

This research was carried out from February to August, including the submission of the final report at the end of the semester. Therefore, the researcher considered data from 2019 to 2021.

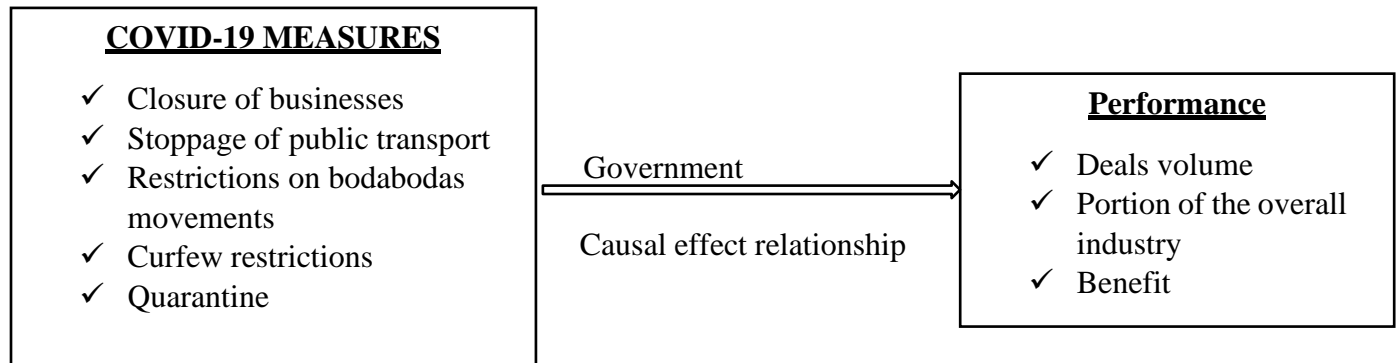
## **1.8 Significance of the study**

The goal of this study was to close the gap between COVID-19 measurements and gasoline station performance in Masindi Municipality. As a result, the research will benefit the downstream sector of the oil and gas industry.

## **1.9 Conceptual Framework**

Conceptual framework illustrated what was expected to be found through the research. Below gave a graphical conceptual underpinning of the variables of the study and how they related to one another.

Figure 1



Source: Adapted from (GoU, 2021; Kotler, Kartajaya & Setiawan, 2017)

This study considered COVID-19 measures as independent variables with indicators like closure of businesses, stoppage of public transportation, stoppage of bodabodas movements, social distancing, quarantine and curfew. The dependent variable was Performance with indicators like; Deals volume, Portion of the overall industry and Benefit. The above relationship indicated that, Government restrictions (GoU, 2020) were the main cause for the poor performance of fuel stations in Masindi Municipality.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

Chapter two showed the literature put forward by different scholars on COVID-19 restrictions, performance measures, the relationship between COVID-19 measures and performance, sustainability of standard operating procedures, and challenges associated with the implementation of standard operating procedures

#### **2.1 COVID-19**

Two lockdowns have been declared since the flare-up of the coronavirus pandemic, in March 2020 and June 2021. The second lockdown to contain the spread of COVID-19 had broad implications for a wide scope of organizations (Mwesigye et al., 2020). On December 8, 2019, the government of Wuhan, Hubei, China, issued a declaration that wellbeing specialists had treated many new infection cases, recognized as COVID-19 (WHO, 2020). From that point forward, COVID-19, another kind of severe acute respiratory syndrome COVID-19 (SARS-CoV-2), had developed into a worldwide pandemic and was spreading across numerous nations. A profoundly contagious respiratory illness, COVID-19, has spread through contact with other tainted people, with side effects like fever, hacking, and breathing issues (WHO, 2020). Transmission also happened among asymptomatic people, with up to 40% of tainted people staying asymptomatic (WHO, 2020). Different factors that contributed to contamination included the speed and effectiveness of COVID-19 transmission, airborne transmission, close contact between contaminated and uncontaminated people, vulnerability of people with obvious basic medical issues (e.g., hypertension, diabetes, cardiovascular illness, respiratory issues), weakness of people over 65, and contact with people who had traveled to areas with numerous cases (WHO, 2020). In Uganda, measures to restrict COVID-19 incorporated social removing, wearing of veils, time limitation, and lockdown, prohibiting public get-togethers and the conclusion of organizations, among others (GoU, 2020).

## **2.2 Covid-19 Measures**

COVID-19 measures include any quarantine, "cover set up," "remain at home," labor force decrease, social removal, shut down, conclusion, sequester, or some other regulation, order, judgment, infusion, or other requests, mandates, rules, or suggestions by any governmental entity or industry group regarding or because of COVID-19, including the Covid Aid, Relief, and Economic Security Act (CARES Act, 2020).

In spite of the public authority's capacity to at first sluggish the course of the COVID-19 pandemic in Uganda, the seriousness of the reaction measures implemented adversely affected the economy with extensive consequences for all areas anticipated for the medium to long haul. The nation has kept on confronting high neediness rates and an economy generally made up of casual areas. The pandemic additionally brought to the fore the effects of COVID-19 on fuel organizations (WHO, 2020). Thusly, the proportions of COVID-19 incorporated the accompanying

**Closure of businesses such as schools and gas stations** for 30 days; suspension of all essential and auxiliary schools, colleges, and other institutions of learning across the country; and prohibition of public assemblies and social gatherings for 32 days beginning March 18, 2020 (Margini et al., 2020). There was also a movement boycott for Ugandans to high-gamble with other nations and severe quarantine measures for all returning Ugandans at their own expense (GoU, 2020).

**Public well-being reactions were overwhelmed by upheld social removal and remain-at-home intercessions, described as "lockdowns,"** supported by the World Health Organization (WHO, 2020). As it was recognized that SARS-CoV-2 diseases had spread on the African continent, nations implemented measures previously used elsewhere, including the closure of working environments and severe restrictions on movement, all of which pointed toward lessening transmission and resulting tension in escalating medical services offices. Consequently, due to this lockdown, sales volume at the fuel station was low, subsequently prompting a lackluster showing.

### **Curfew (Time limitation)**

There was a cross-country time limitation from 7:00 PM to 6:00 AM during the complete lockdown of March 30, 2020 (Margini et al. 2020). This assisted in lessening the coronavirus pandemic due to the limitations on where individuals were moving from their homes. This helped

people avoid getting sick. In any case, fuel stations had impacted so that the time established by the government was leaning toward them since the vast majority of them worked till morning. This prompted a decrease in their benefits and, subsequently, a horrible showing (GoU, 2020).

**Banning travel and public transport,** Uganda suspended public vehicles, confidential vehicles, and global travel boycotts in nations with countless COVID-19 cases. The President also suspended discos, bars, sports, films, plays, and shows. A restriction on open vehicles was set up, and all traveler development into Uganda via air, land, or water was stopped following reports of various getaways of individuals from obligatory quarantine habitats (MoH, 2020).

**Restrictions on border movements;** Uganda was so excited about all the approaching and active COVID-19 impacted nations for a time period of 32 days. Uganda also suspended all passenger flights throughout the country, with freight exceptions. Uganda concluded a boundary with South Sudan for travelers, permitting only the traffic of products from Uganda to South Sudan. Uganda additionally had the presentation of new measures which incorporated restricting cruisers and taxis after 2 PM. On May 5, Uganda took severe measures for a 14-day time frame, yet global lines were shut. Since July 27, the nation has permitted bikes and vehicles to convey travelers, but with severe well-being measures. Rwanda had stated that it would resume lines for Ugandan nationals abandoned in other East African Community (EAC) nations on August 10 (MoH, 2020).

The President of Uganda forbade all open get-togethers and empowered the general population to observe the actual distance, not to hack, sniffle, or spit in broad daylight, and to observe severe sterile principles, for example, hand washing with cleanser and water or utilizing sanitizers, routinely cleaning surfaces, for example, tables and entryway handles, among others (MoH, 2020).

### **2.3 Performance**

Lebas (1995) characterized execution as an activity or activity and the completing, releasing, or satisfaction of an order, obligation, guarantee, reason, and obligation. Accordingly, senior chiefs reexamined how to gauge the exhibition of their organizations. They perceived that new techniques and serious real factors required new estimation frameworks (Eccles, 1991). The fair scorecard incorporated monetary measures that could show the consequences of moves previously initiated. Furthermore, it supplemented the monetary measures with functional measures on consumer loyalty, inside processes, and the association's advancement and improvement exercises—

functional measures that were drivers of future monetary execution (Kaplan & Norton, 1992). As a result, the most prevalent method of evaluating activity was execution estimation, where estimation was the path of evaluation and activity-inspired execution (Neely et al., 1995). Furthermore, measuring process execution was critical because it enabled individuals and groups to assess where they were in comparison to their competitors. Furthermore, evaluating process execution allowed for the detection of faults and the implementation of corrective actions before problems arose (Keung, 2000). As a result, execution as a dependent variable was markings, which were studied below.

### **Deals volume**

Deal volume is the central interest of each and every association that depends on deals and benefits. When the volume goes up, all the other things are reasonable (edge, benefit, and mathematical circulation). However, when the volume goes down, dealing with the business parameters is troublesome. According to Hsu and Tsou (2017), a positive deal development over time indicates that you are on track with your business aims to grow your company. The number of current and new deals with valuable open doors plays a decisive role in the board of deals.

Deals don't rise and fall like that; instead, the company manages and organizes its deal volume through its portfolio and channels. The organization can influence volume increase in a variety of ways (Kotler and Keller, 2016).

According to Hsu and Tsou (2017), a positive deal development over time indicates that you are on track with your business aims to grow the company. The number of currents and new deals with valuable open doors plays a decisive role in the board of deals.

The number of chances should be high on your rundown to suitably develop and increase the worth of your bargains. While the number of ineligible leads is an important indicator in marketing, only genuine qualified leads are genuinely necessary for closing agreements. Leads with incorrect contact information, for example, have no real motivation to close deals. Aside from nitty-gritty timekeeping of the number of new deal openings, such as every day, the prospective buy volume of these openings is also a good indicator for deals that compare the current presentation to the

previous month. The usual purchase esteem is one of the deal execution metrics that businesses employ while developing a deal development strategy, income estimates, and estimating.

The number of units sold at a specific time is referred to as the deal volume. Deal volume can be measured at the item or deal location level within a firm (Aksu and Tarcan, 2019). A company can also monitor its make-back the initial investment deal volume, which is the number of units it needs to sell in order to get a free benefit. When sales are down, the concept is useful since it allows management to determine when cost reductions should be implemented. When there are several objects, and especially when each item has a different commitment edge, this might be a difficult concept to implement.

### **Portion of the overall industry.**

Bulut et al. (2018) define a company's share of the total industry as the percentage of all out deals it generates. The piece of the pie is calculated by dividing the organization's total deals throughout the period by the total deals over the same period. According to Cop and Oyan (2018), it is the outright purchase of a client of an item or service, the rate of which goes to an organization characterizes its slice of the pie. Parts of the entire industry might be value or volume, and the worth of a piece of the pie is determined by the total component of an organization's total section transactions. The term "volumes" refers to the actual number of units that a company sells out of full units sold on the lookout. The worth volume portion of the total industry situation isn't always straightforward: a unit may have a high worth but low numbers, implying that the worth slice of the pie is high but the volumes offered are low. A higher piece of the pie generally suggests more prominent deals, less labor to offer more, and a definite limit to section for distinct challengers. A bigger share of the pie also means that as the market expands, the pioneer will benefit more than the others (Cohen, 2019).

Market share is defined by Leung and Law (2019) as the portion or level of a market obtained by an organization or association. The total transactions of an organization's portion of the pie are analogous to the overall business deals of the industry in which it operates.

An increase in an organization's share of the pie can enable it to work on a broader scope while also increasing profit. It might also assist the company in establishing a cost edge over its



competitors. An increase in pie size also helps an organization's overall sales and buyers by allowing them to see the brand trustworthiness of a larger number of their friends. As a result, the remaining customers are more likely to purchase that item. A larger slice of the pie also aids a company in expanding its customer base (McIntyre and Virzi, 2018).

## **Benefit**

An organization's ability to use its company assets to generate deal revenues in excess of its deal expenditures is referred to as benefit. As a result, this is a measure of an organization's ability to generate value from its activities. The amount of money earned from clients by selling the company's services and products is referred to as sales productivity. As a result, if a company is producing higher deal productivity, it is likely that it is more proficient (Chaffey and Smith, 2019). Benefit is not solely determined by how much compensation or money an organization generates in excess of its expenses or costs. It's calculated as total income minus total costs, and it shows up on a company's pay statement. Deals benefit is a metric for determining the size of an organization's benefit in relation to the size of its commercial deals (Gibbs and Kraemer, 2018).

Profit edge is one of the markers for deals that explains the productivity of deals, according to Reid, Smith, and McCloskey (2018). This is useful when the board needs to decide whether to offer advancements or prizes for every agent, or how high the commission should be. Gradual deals show the number of deals generated by each marketing effort, and they may be calculated by replacing regular deals with new deals generated.

## **2.4 Relationship between Covid-19 Measures and Performance**

The fuel and luxury retail industries were no longer a source of controversy. Customer preferences were shifting away from in-store purchases and toward online purchases. There were a slew of new contenders. Crushing the edges of the mixture? Interest in engine fuel declined due to improved eco-friendliness, the use of electric vehicles, and implications in ride-sharing. Global gas demand had decreased, but with COVID-19, gas and lodging stores reported 40%-60% decreases in gas quantity. Every day, requests continued to diminish as client challenges were nearing a halt all throughout the world, with effects extending well into 2021. A ramification in oil delivery had prompted a large decline in expenses commencing in mid-March 2020, according to Bartik et al. (2020). Since around 2002, potential expenses were plummeting to the lowest possible levels, which implied gas costs of less than \$2 per gallon. In the United States, gasoline rack-to-retail margins were at an all-time high, with the average exceeding \$85 per gallon (Gössling, Scott, and Hall, 2020).

Finally, from March 31, 2020, till the partial lifting of the lockdown on May 26, 2020, all unnecessary administrative and physical activities in Uganda were closed. This caused a significant disruption in financial activities since people had little opportunity to develop in order to continue purchasing basic things. As a result, the economy survived and continued to suffer, as sports in manufacturing and business, administrations, and the informal sector faded or ended. Many plant life, particularly in the critical region of China, alternate networks were disrupted or damaged, resulting in shortages of medications, modern synthetic compounds, scientific apparatus, and client products (including key things like tissue). Many positions, particularly in transportation, the travel industry, and events, went missing. As deliveries slowed down and people remained at home, the employment cutback multiplier impact was significant and growing. The drop in the value of shares and other economic instruments traded in global company sectors sparked fears of a slowdown, prompting the Organization for Economic Cooperation and Development (OECD) to lower global growth rates in 2020 from 2.9% to 2.4% (Gössling, Scott, and Hall, 2020).

According to the United Nations Economic Commission for Africa (UNECA), the unfolding COVID disaster energized Africa's already stagnant development. As raw petroleum costs

continued to plummet, oil-sending international locations, for example, were expected to lose US \$ 65 billion in revenue. According to UNECA, the pandemic reduced GDP growth by 78%, from 3.2% to at least 1.8%, while the OECD forecasted only 1.5% growth due to disruptions in global supply networks and other unusual variables. UNECA also predicted a 48% reduction in work, as well as a 48% reduction in the number of people expected to emerge from poverty.

To prevent infection from spreading across the landmass, the US needed to invest \$10.6 billion in unexpected increases in health spending while profit misfortunes triggered unreasonable duties (WHO, 2020). Finally, and most importantly for COVID-19's medium and long-term consequences, it's possible that the emergency would stymie progress on finance and implementation of the Sustainable Development Goals (SDGs) and the Africa Agenda 2063. According to UNECA, a \$100 billion investment in the United States was expected to close the subsidy gap and accelerate the action decade. During and after the COVID-19 emergency, assets almost certainly transferred from the execution of SDG-related physical operations to economic recovery (Bartik, et. al. 2020).

## **2.5 Sustainability of Standard Operating Procedures**

Supportability can be thought of as an explicit framework that is influenced by clear designs (Ben-Eli M, 2007). Despite the fact that Uganda had managed to keep coronavirus at a manageable level, mostly by shutting off the United States' borders, the Ugandan health practitioner thought that this was no longer possible in the long run due to porous strains (MoH, 2020). That was why the authorities had focused on preventing the spread of the disease. Setting the population in the middle of the struggle against the spread of the coronavirus, Masindi Municipality had a first-rate and viable strategy for preventing the pandemic from spreading (GoU, 2020). The World Health Organization (WHO) established a number of preventative measures, such as washing arms with purifiers, social disposal, and wearing covers among others (WHO, 2020). As a result, the following were some of the ways in which Masindi Municipality aided Coronavirus prevention efforts:

There was the installation of new quarantine foundations that aided in reducing the number of people confined in the specific offices, which resulted in the use of suggested space and a 1-meter gap between beds in the rooms. In all quarantined workplaces, excellent hand washing stations

were provided, allowing the intersection of the contacts to continue from one wing to the next in search of anything comparable; sooner or later, there was no mixing. Separate men's and women's bathrooms and latrines in the workplace had also prevented multiple genders from sharing (Namayanja et al., 2020).

Masindi Municipality had a follow-up curfew organized by officials from 7:00 PM to 6:00 AM during the all-out lockdown of March 30, 2020. (Margini et al. 2020). Because of the restrictions, people had to relocate from their homes, which helped to reduce the coronavirus epidemic. Individuals were less likely to get the disease as a result of this.

In Masindi Municipality, businesses such as colleges and gas stations had closed; all critical and elective schools, as well as distinct mastering establishments, had closed for 30 days; strict social events were suspended across the country; and public conventions and social gatherings were proscribed for 32 days, as of March 18, 2020. (Margini et al., 2020).

**Prohibiting open gatherings,** Uganda's President restricted all open gatherings and empowered modern society to observe the true distance, no longer hacking, wheezing, or spitting in broad daylight, and to observe intense clean pointers, for example, hand washing with purifier and water or using sanitizers, and mechanically sanitizing surfaces, for example, tables and entryway handles (MoH, 2020). As a result, residents of Masindi Municipality were able to carry out the president's directions.

## **2.6 Challenges Associated with the Implementation of SOPs**

The problems regarded at the same time as sporting out Standard Operating Procedures in Masindi Municipality incorporated the following:

**The mockery of business.** President Museveni coordinated the closure of those agencies found to be defying the COVID counteraction measures, as well as the revocation of licenses (President Museveni, 2021). Pioneers in Masindi District had expressed concern about security dealers who own bars and had refused to close them despite legitimate instructions aimed at controlling the spread of COVID-19. This came after the local task force received several complaints from the surrounding community about their inability to carry out legitimate directives about the closure of bars that continued to operate despite the boycott ("Masindi District pioneers," 2021). It was a nightmare for the safety school, which was supposed to maintain the legitimate directives, spurning them and, in the end, scaring them out of executing the Standard Operating Procedures (SOPs) (RDC Kirabira, 2021).

In Masindi Municipality, in particular in places like Kijuura purchasing and selling middle, Kirasa Kampala trading center, Kabango Town Council, Kabarwana, Kihaguzi, Kiryana trading center, Kirabira Masindi RDC, (2021) social isolating and mask wearing were at a low charge. This compelled her to join commandants of both the police and the armed forces in taking disciplinary action against subordinates who try to ignore professional instructions.

**Financial possessions that were restricted.** Within the quarantine, there was a lack of financial resources, which delayed the installation of critical offices such as hand washing stations and the establishment of water collection centers (Namayanja et al., 2020).

Coronavirus measures such as the closure of organizations, time limits, consuming travel and public transportation, lockdowns, barriers on tourist developments, and the prohibition of public social activities all had a significant impact on slowing the spread of the pandemic, but they had not quite reached the level of bringing it to a halt.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter lays out the methodology employed in conducting this study. It elaborates on the research design, sources of information, population and sampling techniques, variable definitions and measurement levels, the procedure for data collection adopted, data collection instruments, quality control, data processing, and analysis, ethical considerations, and methodological constraints.

#### **3.2 Research Design**

Saunders et al. (2012) characterized a research plan as a general intention to respond to an exploration question. This study used the cross-sectional investigation strategy because its examinations were generally quick, simple, and modest in order to direct and limit time spent in the field. The cross-sectional examination configuration is an exploration plan by which the entire population or its subset is concentrated by looking for data about a review issue on what is happening at just a single moment (Olsen and Marie, 2004). With the cross-sectional plan, the analyst gathered suitable information rapidly and inexpensively (Gravlee, Kennedy, Godoy, and Leonard, 2009). This study also used both quantitative and qualitative approaches.

#### **3.3 Area of Study**

The review was conducted in Masindi Municipality of Masindi locale. The decision of Masindi District to be a review region was directed by two reasons. Generally, as far as fuel station numbers go, Masindi Municipality takes around 60% of the fuel stations in Masindi District. Definitely, this made Masindi Municipality a good area for this review. Furthermore, a large number of Masindi Municipality fuel stations encountered significant difficulties. Masindi Municipality was made up of many fuel stations like; VIVO Energy (U) Ltd-Shell add-on inverse Bakerm Hardware ventures Masindi Port Street, Masindi; Shell Main Fuel Station inverse Masindi Hotel Kijuura Street; Rubis Fuel station (Market Street) Masindi Town; and Fillmore Fuel station Masindi Port Street.

#### **3.4 Study Population**

The review evaluated a population of 75 individuals, from which a sample of 63 respondents was obtained by utilizing a private timespan because the researcher used primary data. The population

was chosen utilizing a simple random method and a positive examining procedure from four fuel stations; VIVO Energy (U) Ltd-Shell add-on inverse Bakerm Hardware ventures Masindi Port Street, Masindi; Shell Main Fuel Station inverse Masindi Hotel Kijuura Street; Rubis Fuel Station (Market Street) Masindi Town; and Fillmore Fuel Station Masindi Port Street. The census of the population contained a work force that had straightforwardly engaged in deals at fuel stations in Masindi Municipality. This gave legitimate data for the review.

### 3.5 Sample size and selection

According to Krejcie and Morgan table (1970) the sample size was 63 respondents, which was drawn from the Small Sample Technique . The sample from every classification for the poll was done by proportionate testing.

#### 3.5.1 Krejcie and Morgan table, (1970)

N	S	N	S	N	S
10	10	220	140	1.200	291
15	14	230	144	1.300	297
20	19	240	148	1.400	302
25	24	250	152	1.500	306
30	28	260	155	1.600	310
35	32	270	159	1.700	313
40	36	280	162	1.800	317
45	40	290	165	1.900	320
50	44	300	169	2.000	322
55	48	320	175	2.200	327
60	52	340	181	2.400	331
65	56	360	186	2.600	335
70	59	380	191	2.800	338
75	63	400	196	3.000	341
80	66	420	201	3.500	346
85	70	440	205	4.000	351
90	73	460	210	4.500	354
95	76	480	214	5.000	357
100	80	500	217	6.000	361
110	86	550	226	7.000	364
120	92	600	234	8.000	367
130	97	650	242	9.000	368
140	103	700	248	10.000	370
150	108	750	254	15.000	375
160	113	800	260	20.000	377
170	118	850	265	30.000	379
180	123	900	269	40.000	380
190	127	950	274	50.000	381
200	132	1.000	278	75.000	382
210	136	1.100	285	100.000	384

### 3.6 Sampling Techniques

The study used two testing methods; simple random sampling and purposive sampling. The simple irregular examination was defined by Clark and Creswell (2008) as a testing technique in which

each individual is chosen carelessly and fully by chance, giving everyone in the population an equal chance of being recognized for the sample. The basic arbitrary example determination was completed by assigning numbers to responses. This aided the gathering of data from a delegate test in order to obtain the overall findings. In the meantime, because the review was both quantitative and subjective, purposeful testing was used to examine specific people to provide top-to-bottom perspectives. Power purposive testing was the method that was used for purposive testing. Force testing allowed a specialist to select a small number of important respondents who provided detailed data and information on a specific topic of interest (Palinkas et al., 2015). As a result, power inspection anticipated earlier data and exploratory efforts to be able to identify exceptional models (Patton, 2001).

### **3.7 Variables Definition and Measurements**

The term "performance" refers to an activity or activity that involves the completion, release, or satisfaction of an order, obligation, guarantee, reason, or obligation (Lebas, 1995). Any quarantine, "cover set up," "stay at home," labor force reduction, social removal, shut down, conclusion, sequester, or other regulation, order, judgment, infusion or another requests, mandate, rules, or proposals by any governmental entity or industry group regarding or in light of COVID-19, including the Covid Aid, Relief, and Economic Security Act, are considered free factors (CARES Act, 2020). This research was undertaken in order to remove any barriers that would exist between COVID-19 measures and the display of fuel stations in Masindi Municipality.

To make things easier to grasp, the results were presented using SPSS software. Questions based on the Nominal and ordinal scales were used to estimate the factors. The apparent scale was used to quantify foundational attribute questions. This was due to the fact that the apparent scale aided in the tagging or labeling of items to identify them. The ordinal scale was a positioning scale with a request attribute that was used to quantify the free and subordinate elements' objects. The posture was based on a five-point Likert scale (where 1 means strongly disagree, 2 means disagree, 3 means neither agree nor disagree, 4 means agree, and 5 means strongly agree).

### **3.8 Procedure for Data Collection**

The researcher received an initial letter from Uganda Christian University, as well as an understudy's ID. The researcher delivered the letter to the Masindi District Chairman, who briefed the expert on the responses from various gas station owners. The researcher distributed the



exploration polls to the interviews. Every survey was accompanied by a letter explaining the review's universal utility. The results of the poll were included in the collection of data for this evaluation. A poll, according to Saul McLeod (2018), is an instrument that consists of a series of questions used to collect data from respondents. As a result, it was valuable because it was straightforward and gathered information from a variety of people.

### **3.9 Data Collection Instruments**

A self-directed survey was used by the expert as an information gathering tool (DuBenske et al., 2014). The survey was divided into five sections (for example, A, B, C, D, and E). Nominal and ordinal scales were used. The controlled surveys were completed on the basis that they were simple to understand. They could design fully completed surveys to avoid unnecessary responses (Artino Jr, La Rochelle, Dezee, and Gehlbach, 2014).

### **3.10 Quality Control**

#### **3.10.1 Validity of the Instruments**

The analyst established the instruments' substantive legitimacy by verifying that the independent and dependent variables were in accordance with the review's applied structure. The employers' opinions on the importance, phrasing, and clarity of the items in the instruments were sought, and the poll results were approved. The instrument's approval was based on the clarity, completeness, and importance of the questions that corresponded to the review criteria.

#### **3.10.2 Reliability of the Instruments**

Furthermore, in order to ensure the instruments' dependability, the researcher conducted meetings with the manager to avoid personal biases, ensured meticulous record-keeping, demonstrated an unmistakable choice course, and ensured that information translations were accurate and straightforward during data collection. The clarity of perspectives throughout information exploration and the translations that resulted were demonstrated (Simmons, 2016).

### **3.11 Data Analysis**

#### **3.11.1 Quantitative Analysis**

Quantitative data was presented in form of statistics or frequencies and percentages for each variable used in the study and analyzed using Statistical Package for Social Sciences (SPSS) software. Therefore, personal information such as respondents' educational backgrounds, gender, age, marital status, job designation, and work experience was used. The COVID-19 limits in

Masindi Municipality, the relationship between COVID-19 measures and fuel station performance in Masindi Municipality, the sustainability of SOPs imposed in Masindi Municipality, and the challenges associated with the implementation of SOPs imposed in Masindi Municipality were discussed. The findings were presented in accordance with the study's main purpose and adapted to the research questions posed.

### **3.11.2 Qualitative Analysis**

The useful qualitative data was analyzed using content analysis where data gathered was placed in the right categories and in the great themes. The data was then presented as narrated by the researcher. Impacts, conclusions and summaries were drawn later from the qualitative data collected.

### **3.11 Ethical Considerations**

Regarding the privileges of others, this investigation was so crucial. Optional data, for example, was identified at various points throughout the assessment. The respondents were appropriately educated on the reason for the review, as well as why and how they were chosen by the analyst prior to information collection. They were also promised that their reactions would be confidential and that no one would be able to tell what they were doing. The findings were linked to the respondents via coding during the information board. The integrity of the data was maintained by ensuring that the information display, analysis, and translation were all based solely on the data collected.

### **3.12 Limitations of the Study**

Respondents were unable to respond to the poll. The analyst persuaded the respondents that their responses were confidential and only used for scholarly purposes in order to pass this test.

The researcher conducted the study with only four petrol stations in Masindi district, giving him a unique sense of location responsiveness and environment. Any attempts to identify the ramifications of this exploration in different districts afterward were approached with caution.

The study had only a six-month time frame for data collection and analysis, which was insufficient for this research. However, the researcher made the most of his time by gathering as much information as possible.

**CHAPTER FOUR**  
**PRESENTATIONS OF RESULTS AND ANALYSIS OF FINDINGS**

**4.0 Introduction**

This chapter presented the findings of the study; it presented findings on respondents' background in terms of level of education, respondents' gender, and respondents by age, marital status, job designation, years of experience, and number of years worked for the company. It further described findings on the COVID-19 measures in Masindi Municipality, the relationship between COVID-19 and performance at fuel stations in Masindi Municipality, the sustainability of COVID-19 Standard Operating Procedures imposed in Masindi Municipality and the challenges in the implementation of Standard Operating Procedures imposed in Masindi Municipality. The findings were presented in line with the sole objective of the research study and were intended to give answers to the research questions that were asked in relation to the study. The statistical tools, such as frequency distribution tables, histograms, and percentages, were used to generate the results in this chapter.

**4.1 Survey findings on respondent’s personal information**

**Table 4.1.1 shows respondent’s gender**

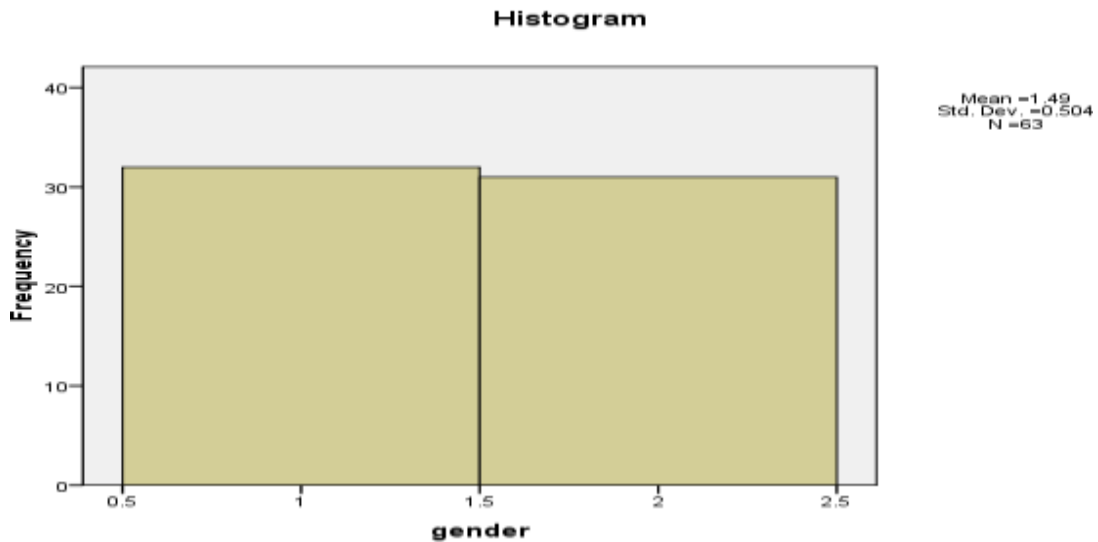
**Gender**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid Male	32	50.8	50.8	50.8
Female	31	49.2	49.2	100.0
Total	63	100.0	100.0	

*Source: primary data, (2022)*

Findings on respondents' gender showed that out of the 63 respondents who were examined, 51 % were males and 49% were females, which meant that there was a slight difference in terms of response between males and females.

Figure 4.1.1 shows respondent's gender



The histogram showed that mean was 1.49 and standard deviation was 0.504 which was drawn from the population of 63.

Table 4.1.2 shows the age group of the respondents

**Age group**

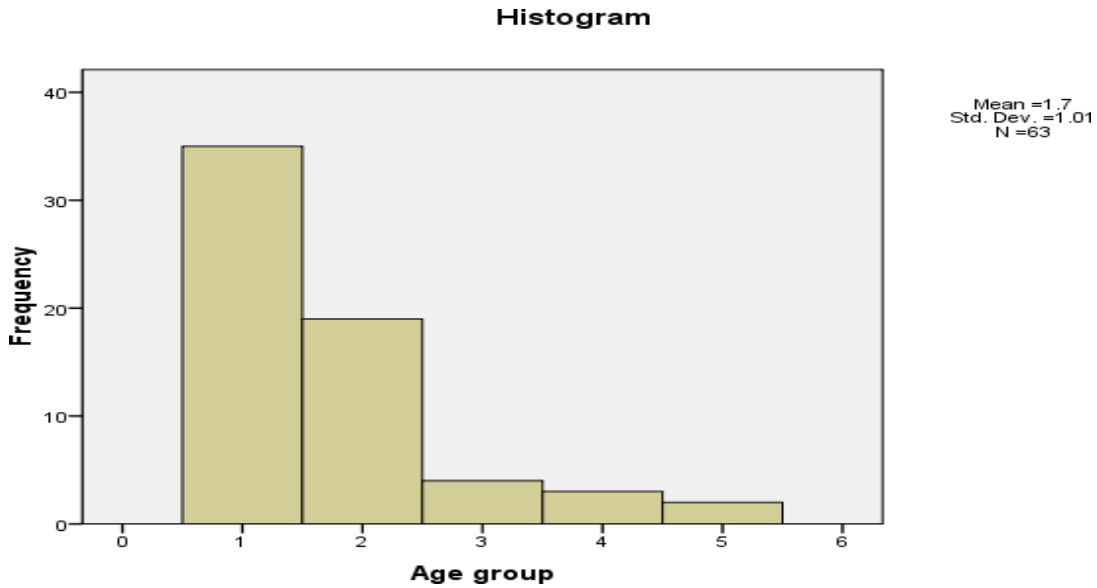
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 to 24	35	55.6	55.6	55.6
25 to 32	19	30.2	30.2	85.7
33 to 40	4	6.3	6.3	92.1
41 to 48	3	4.8	4.8	96.8
49 and above	2	3.2	3.2	100.0
Total	63	100.0	100.0	

Source: Primary data, (2022)

Findings on the respondent's age group showed that 56% were in the age bracket of (18 to 24), 30% were in the age bracket of (25 to 32), 6% were in the age bracket of (33 to 40), and 5% were

also in the age bracket (41 to 48), and 3% were in the age group of 49 and above . This therefore means that the data was gotten from younger respondents who had 56% and were in the age bracket of 18 to 24.

**Figure 4.1.2 shows the age group of the respondents**



The histogram above had a mean of 1.7, standard Deviation of 1.01 and was drawn from a population of 63 respondents.

Table 4.1.3 shows respondent's level of education

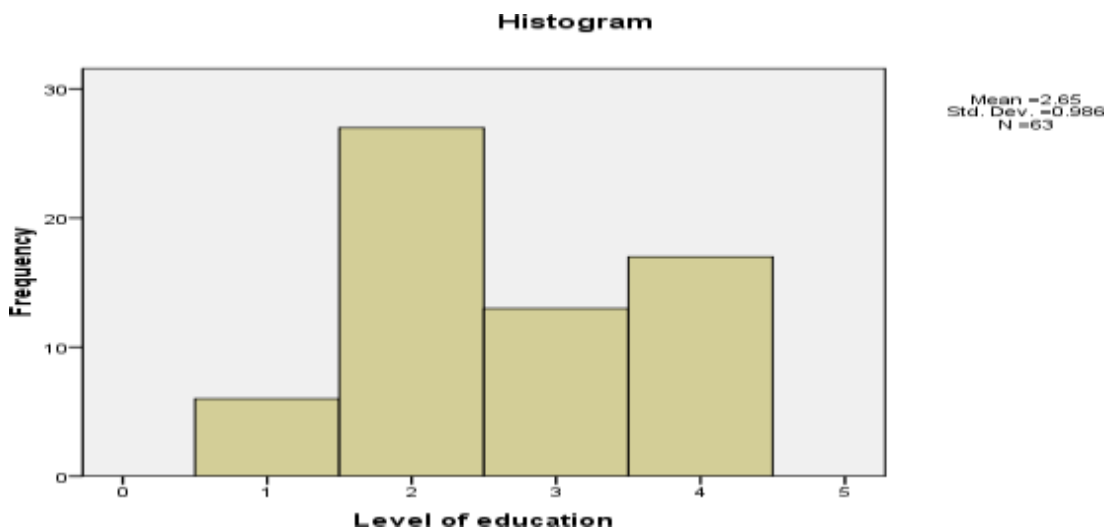
**Level of education**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Primary	6	9.5	9.5	9.5
Secondary	27	42.9	42.9	52.4
Tertiary institutions	13	20.6	20.6	73.0
Others specify	17	27.0	27.0	100.0
Total	63	100.0	100.0	

Source: Primary data, (2022)

Findings on the levels of education of respondents showed that 10% were primary leavers, 43% were secondary leavers, and 21% were from tertiary institutions, while 27% were others. This therefore means that the responses were gotten from those at the secondary level.

Figure 4.1.3 shows respondent's level of education



The histogram showed a mean of 2.65, standard deviation of 0.986 which was drawn from the population of 63 respondents.

**Table 4.1.4 shows the respondent’s marital status**

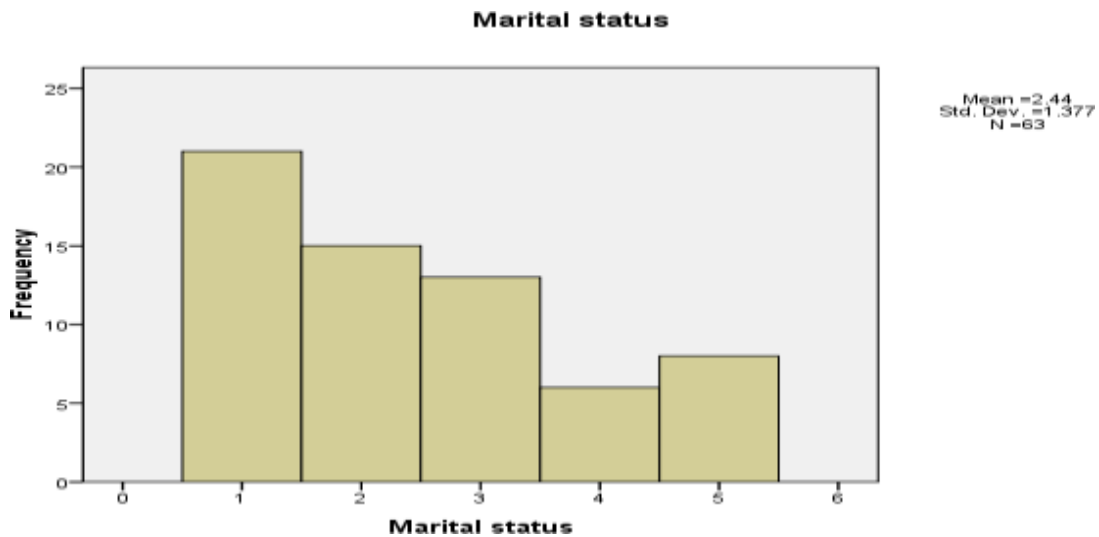
**Marital status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	21	33.3	33.3	33.3
Single	15	23.8	23.8	57.1
Divorced	13	20.6	20.6	77.8
Separated	6	9.5	9.5	87.3
Others specify	8	12.7	12.7	100.0
Total	63	100.0	100.0	

*Source: Primary data, (2022)*

Findings on respondents' marital status showed that 33% were married, 54% were single, and 21% were divorced, 10% were separated, and others took a percentage of 13. This meant that the majority of the respondents were married, with those who were single being also fairly represented.

Figure 4.1.4 shows the respondent's marital status



The histogram showed that mean was 2.44, standard deviation was 1.377 which was drawn from 63 respondents.

Table 4.1.5 shows the job designation of the respondents

#### Job Designation

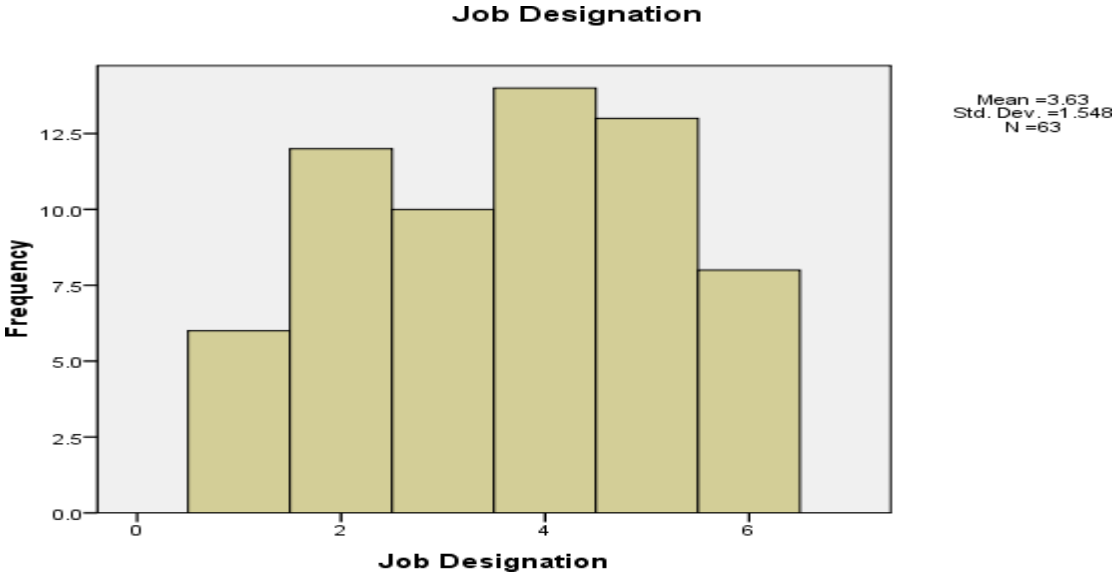
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid station manager	6	9.5	9.5	9.5
station supervisor	12	19.0	19.0	28.6
accountant	10	15.9	15.9	44.4
Fuel pump attendant	14	22.2	22.2	66.7
Cleaners	13	20.6	20.6	87.3
others specify	8	12.7	12.7	100.0
Total	63	100.0	100.0	

Source: Primary data, (2022)



According to the findings, 10% of respondents were station managers, 17% were station supervisors, 16% were accountants, 22% were fuel pump attendants, 21% were cleaners, and 13% were in other specifications. This means that the majority of the respondents were fuel pump attendants.

Figure 4.1.5 shows the job designation of the respondents



The histogram showed a mean of 3.63, standard deviation of 1.548 which was drawn from 63 respondents.

Table 4.1.6 shows the respondent's years of experience

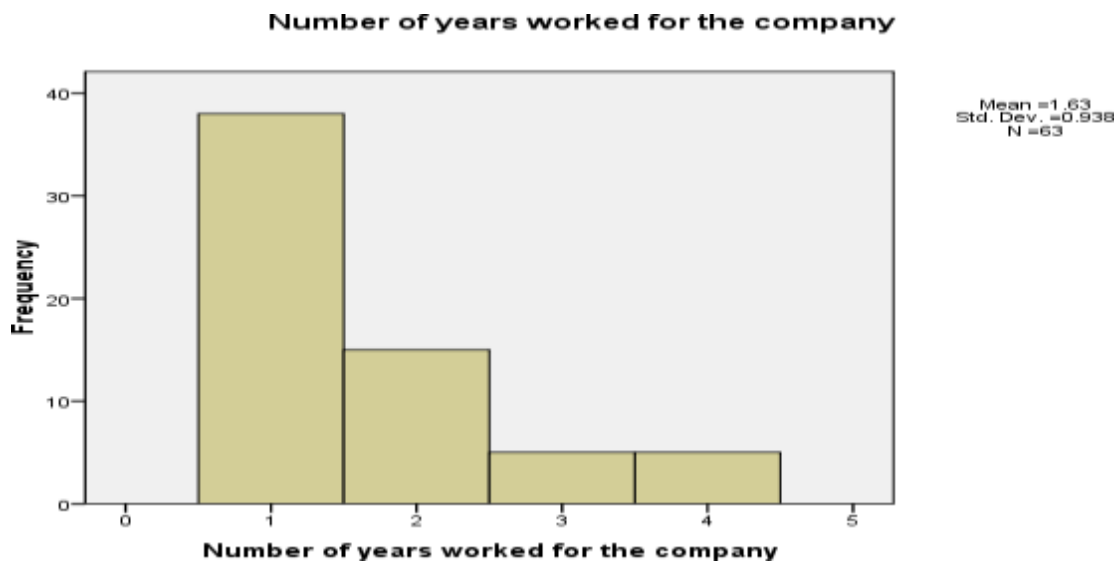
**Number of years worked for the company**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 to 7	38	60.3	60.3	60.3
8 to 15	15	23.8	23.8	84.1
16 to 23	5	7.9	7.9	92.1
24 and above	5	7.9	7.9	100.0
Total	63	100.0	100.0	

Source: Primary data, (2022)

The findings on respondents' years of experience showed that 60% had worked for 1–7 years, 24% had worked for 8–15 years, and 8% had worked for 16–23 years, while those aged 24 and above had a percentage of 8. This meant that the majority of the respondents had worked for 1–7 years.

Figures 4.1.6 shows the respondent's years of experience



The histogram showed a mean of 1.63, standard deviation of 0.938 which was drawn from 63 respondents.

#### 4.2 Findings on research objectives

The study was guided by four objectives, which include: to identify the COVID-19 measures imposed in Masindi Municipality; to establish the relationship between COVID-19 measures and the performance of fuel stations in Masindi Municipality; to determine the measures put in place to ensure the sustainability of Standard Operating Procedures imposed in Masindi Municipality; and to describe the challenges associated with the implementation of Standard Operating Procedures imposed in Masindi Municipality.

**Table 4.2.1 shows respondents on COVID-19 Measures imposed in Masindi Municipality**

#### Covid-19 measures

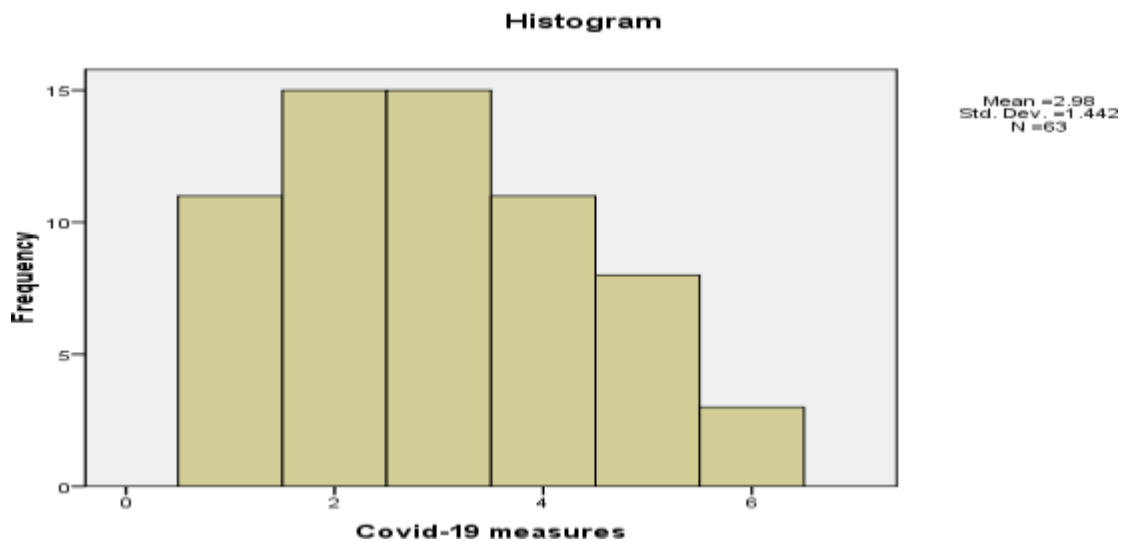
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Closure of business	11	17.5	17.5	17.5
Stoppage of public transport	15	23.8	23.8	41.3
Restrictions on bodabodas movements	15	23.8	23.8	65.1
Curfew	11	17.5	17.5	82.5
Wearing masks	8	12.7	12.7	95.2
Social distancing	3	4.8	4.8	100.0
Total	63	100.0	100.0	

*Source primary data, (2022)*

Findings on COVID-19 measures showed that closure of businesses took 18%, stoppage of public transport took 24%, restrictions on Bodabodas movement took 24%, curfews took 18%, wearing masks took 13%, and social distancing took 5%. This therefore means that the responses were

mostly gotten from the stoppage of transport and restrictions on bodabodas movements, and also the closure of businesses and curfew were fairly represented by the respondents.

**Figure 4.2.1 shows respondents on COVID-19 Measures imposed in Masindi Municipality**



The histogram shows that mean was 2.98, Standard deviation was 1.442 which was drawn from 63 respondents.

**Table 4.2.2 shows the relationship between covid-19 measures and performance of fuel stations in Masindi Municipality**

**Correlations**

		<b>Covid-19 measures</b>	<b>Performance</b>
Covid-19 measures	Pearson Correlation	1	.067
	Sig. (2-tailed)		.599
	N	63	63
Performance	Pearson Correlation	.067	1
	Sig. (2-tailed)	.599	
	N	63	63

*Source: Primary data, (2022)*

The findings show a slight positive relationship between COVID-19 and performance at Masindi Municipality fuel stations ( $r = 0.067$ ,  $N = 63$ ,  $p.001$ ). This implies that COVID-19 measures, which began in March 2020, are directly leading to poor sales at fuel stations in Masindi Municipality. Therefore, to improve performance at fuel stations in Masindi Municipality, efforts must be made to relax the COVID-19 measures.

**Table 4.2.3 shows the respondent’s sustainability on Standard Operating Procedures**

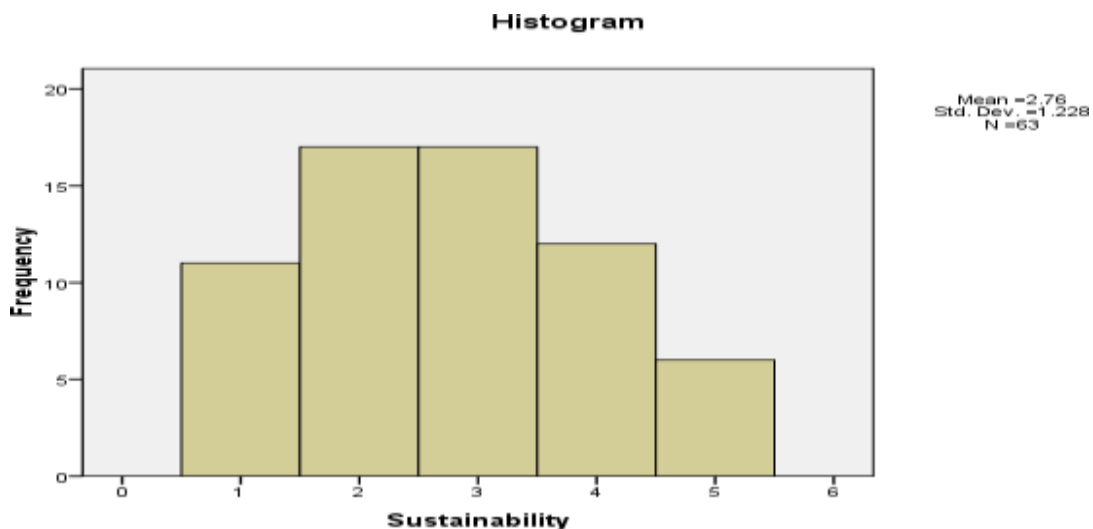
**Sustainability**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Wearing Masks	11	17.5	17.5	17.5
Quarantine centers	17	27.0	27.0	44.4
Social distancing	17	27.0	27.0	71.4
Curfew	12	19.0	19.0	90.5
Closure of business	6	9.5	9.5	100.0
Total	63	100.0	100.0	

*Source: Primary data, (2022)*

The findings on the respondent’s sustainability of SOPs showed that the wearing of masks represented 18%, quarantine centres represented 27%, social distancing represented 27%, curfew represented 19%, and the closure of businesses represented 10%. It shows that quarantine centres and social distancing both represented 27%, which was fairly represented.

**Figure 4.2.3 shows the respondent’s sustainability on Standard Operating Procedures**



The histogram showed a mean of 2.76, standard deviation of 1.228 which was drawn from a population of 63 respondents.

**Table 4.2.4 shows the respondent’s challenges of implementing the SOPs**

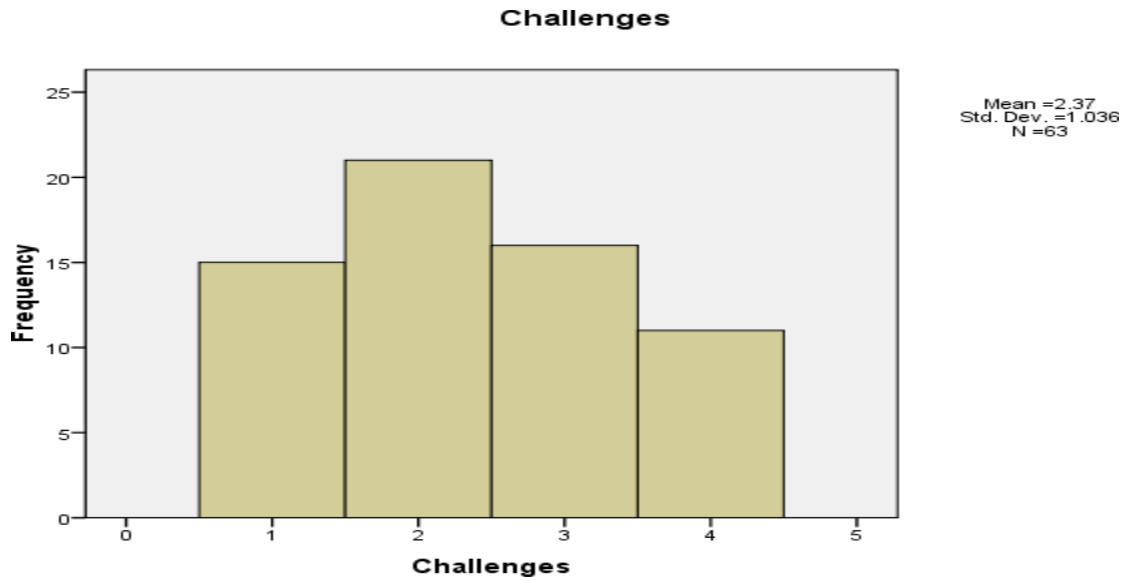
**Challenges**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid the mockery of business	15	23.8	23.8	23.8
social isolating	21	33.3	33.3	57.1
low putting on of Masks	16	25.4	25.4	82.5
Restricted financial possessions	11	17.5	17.5	100.0
Total	63	100.0	100.0	

*Source: Primary data, (2022)*

The findings on the respondent’s challenges of implementing the SOPs showed that mockery of business represented 24%, social isolating represented 33%, and low putting on of masks represented 25%, while restricted financial possessions represented 18%. Therefore, from the findings, it shows that natives in Masindi Municipality neglected social isolation by 33%, which became a challenge to the leaders of the district.

Figure 4.2.4 shows the respondent's challenges of implementing the SOPs



The histogram showed the mean of 2.37, standard deviation of 1.036 which was drawn from 63 respondents.



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter consists of summary, recommendations based on these results as well as conclusions drawn from results.

#### **5.2 Summary of Findings**

The main research instruments used for this study were self-directed survey questionnaires with closed-end questions. The findings generated from the questionnaire are discussed as below:

##### **5.2.1 Findings on Covid-19 Measures**

The findings of the study indicated that a large number of 24% of the respondents , their business activities were interrupted by Covid-19 measures imposed by the government of Uganda to reduce on the spread of the Virus.

##### **5.2.2 Relationship between covid 19 measures and performance**

The findings on the relationship between COVID-19 measures and performance at four Masindi Municipality fuel stations revealed a slightly small positive relationship ( $r = 0.06$ ,  $N = 63$ ,  $p.001$ ). This implies that COVID-19 measures were directly leading to poor sales at fuel stations in Masindi Municipality. The findings were supported by assertions made by Scott & Hall (2020) that, as a result, all non-essential services and activities remained closed from 31 March until the partial lifting of the lockdown on May 26, 2020. This led to a major disruption of economic activity, as people had little to no freedom of movement to go and buy essential commodities. As a result, the economy suffered and continued to suffer as activities in manufacturing and industry, services, and the informal sector were reduced.

##### **5.2.3 The Findings on Sustainability of SOPs.**

The findings on the sustainability of Standard Operating Procedures showed that, despite the fact that Uganda had managed to keep Coronavirus at a manageable level, mostly by shutting off the United States' borders, the Ugandan health practitioner thought that this was no longer possible in the long run due to porous strains (MoH, 2020). That was why the authorities had focused on

preventing the spread of the disease. Setting the populace in the middle of the struggle against the spread of the coronavirus Masindi Municipality had a first-rate and viable strategy for preventing the pandemic from spreading (GoU, 2020). The World Health Organization (WHO) has established a number of preventative measures, such as washing arms with purifiers, social disposal, and wearing covers among other people (WHO, 2020).

#### **5.2.4 Challenges associated with the implementation of SOPs.**

The findings on the challenges associated with the implementation of standard operating procedures showed that Masindi residents, especially the army officers, after President Museveni had coordinated the closure of security agencies, who own bars, had refused to close them despite legitimate instructions aimed at controlling the spread of COVID-19, hence defying the COVID counteraction measures. Pioneers in Masindi District expressed their concern about the matter. This came after the local task force received several complaints from the surrounding community about their inability to carry out legitimate directives about the closure of bars that continued to operate despite the boycott ("Masindi District pioneers," 2021). It was a nightmare for the safety school, which was supposed to maintain the legitimate directives, spurning them and, in the end, scaring them out of executing the Standard Operating Procedures (SOPs) (RDC Kirabira, 2021). In Masindi Municipality, in particular in places like Kijuura purchasing and selling middle, Kirasa Kampala trading center, Kabango Town Council, Kabarwana, Kihaguzi, Kiryana trading center, Kirabira Masindi RDC, (2021) social isolating and mask wearing were at a low charge. This compelled her to join commandants of both the police and the armed forces in taking disciplinary action against subordinates who try to ignore professional instructions

#### **5.3 Conclusion**

The study shows that a large majority of the respondents agreed that covid-19 restrictions imposed by government were responsible for interruptions in their activities in Masindi Municipality. Covid-19 restrictions included Closure of businesses, Stoppage of public transport, Restrictions on bodabodas movements, Curfew restrictions, and Quarantine. As a result, activities in Masindi Municipality were interrupted hence slowing down their operations.

The relationship between COVID-19 measures and performance at four Masindi Municipality fuel stations was slightly positive ( $r = 0.06$ ,  $N = 63$ ,  $p.001$ ). This implied that COVID-19 measures were directly responsible for poor sales at fuel stations in Masindi Municipality. The findings were

supported by assertions made by Scott & Hall (2020) that, as a result, all non-essential services and activities remained closed from 31 March until the partial lifting of the lockdown on May 26, 2020. This resulted in a major disruption of economic activity, as people had little to no freedom of movement to go and buy essential commodities. As a result, the economy suffered and continued to suffer as activities in manufacturing and industry, services, and the informal sector were reduced.

The sustainability of Standard Operating Procedures showed that, despite the fact that Uganda had managed to keep Coronavirus at a manageable level, mostly by shutting off the United States' borders, the Ugandan health practitioner thought that this was no longer possible in the long run due to porous strains (MoH, 2020). That was why the authorities focused on preventing the spread of the disease. Setting the population in the middle of the struggle against the spread of the coronavirus, Masindi Municipality had a first-rate and viable strategy for preventing the pandemic from spreading (GoU, 2020). The World Health Organization (WHO) has established a number of preventative measures, such as washing arms with purifiers, social disposal, and wearing covers among other people (WHO, 2020).

The challenges associated with the implementation of Standard Operating Procedures showed that Masindi residents, especially the army officers, after President Museveni had coordinated the closure of agencies security dealers who own bars, had refused to close them despite legitimate instructions aimed at controlling the spread of COVID-19, hence defying the COVID counteraction measures. The cost of social isolation and mask wearing was low, and financial possession was restricted.

#### **5.4 Recommendations**

Masindi Municipality leaders should make sure that people observe Standard Operating Procedures, for example, washing hands with soap all the time, wearing masks, among others.

The study recommends the management of the fuel stations in Masindi Municipality to: offer lower price rates during the low season in order to encourage sales; utilize various sales strategies to market and promote their fuel products; conduct market research to know the existing trend of competitors and to assess current customers' needs and wants so as to serve them accordingly; hence encouraging fuel stations for better performance.

The Masindi Municipality task force should continue to sensitize and educate the community through social media like televisions and radios, among others, so as to sustain standard operating procedures such as wearing masks, social distancing, washing of hands, and social gatherings, among others, imposed by the government.

Masindi district taskforce through the office of District Internal Security Officer (DISO) should put in strict laws to control people who violate presidential directives and express concern about people who refuse to follow the Standards Operating Procedures (SOPs)

#### **5.4 Areas for further Research**

Future researchers can further explore the effect of COVID-19 vaccination on performance. Also, there is a need to conduct a study on whether the results hold for other fuel stations in other municipalities. Other fuel stations might have similarities, and therefore this research could also be applied to them.

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**UGANDA CHRISTIAN UNIVERSITY**

**BACHOLOR OF SCIENCE IN OIL AND GAS MANAGEMENT**

**APPENDIX A: RESEARCH QUESTIONNAIRE**

My name is Moses Omudeki, and I am a student from Uganda Christian University conducting a study on *COVID-19 and Performance of Fuel Stations; a case study of Masindi Municipality*.

This poll is entirely voluntary, and no personal information will be disclosed. Leave the question blank if you're unsure or don't know the answer. Any data gathered for this purpose will be kept strictly confidential and used solely for academic purposes. In this regard, your assistance will be greatly valued.

**SECTION A: PERSONAL INFORMATION**

Please read and answer the questions by putting a tick against a correct answer

a) What is your gender?

1.	Male	
2.	Female	



b) In which Age group do you belong to?

1.	18-24	
2.	25-32	
3.	33-40	
4.	41-48	
5.	49 and above	

c) What is your Level of education?

1.	Primary	
2.	Secondary	
3.	Tertiary Institutions	
4.	Others specify	

d) What is your marital status?

1.	Married	
2.	Single	
3.	Divorced	
4.	Separated	

e) What is your job designation in the company?

1.	Station Manager	
2.	Station Supervisor	
3.	Accountant	
4.	Fuel Pump Attendant	
5.	Others specify	

f) How many years have you worked for the company?

1.	1-7years	
2.	8-15years	
3.	16-23years	
4.	24 years and above	

**SECTION B: COVID-19 MEASURES**

What covid-19 measures were imposed in Masindi Municipality?

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.....  
.....

**SECTION C: COVID -19 MEASURES AND PERFORMANCE OF FUEL STATIONS**

What is the relationship between COVID-19 measures and performance of fuel stations in Masindi Municipality?

1. **Strongly disagree**
2. **Disagree**
3. **Neither agree nor disagree**
4. **Agree**
5. **Strongly agree**

<b>Part 1(c): Deals volume</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The price of fuel during lockdown affected sales					
Clients were few at the fuel station because of covid-19 hence affecting sales					
Fuel sold per day reduced because of SOPs instituted by government					
<b>Part 2(c): Portion of the overall industry</b>					
Company’s competitors were many in the downstream industry					
The underlying data used to analyze market share was not reliable in lockdown					
Company’s market share changed since the initial lockdown					
<b>Part 3(c): Benefits</b>					

The returns on investments were very low because of SOPs at the fuel stations					
The demand of fuel during lockdown by clients was at a low pace					
The market competition of fuel was so stiff during lockdown					

**SECTION D: SUSTAINABILITY**

As a company, what measures have you put in place to ensure sustainability of observing the Standard Operating Procedures?

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**SECTION E: CHALLENGES**

What challenges are you experiencing in implementing the Standard Operating Procedures on covid-19?

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**APPENDIX B: UGANDA CHRISTIAN UNIVERSITY LETTER**