AN EXAMINATION OF THE IMPACT OF COVID-19 ON THE SALES PERFORMANCE OF PETROL STATIONS IN LIRA CITY

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A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS AND ADMINISTRATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF SCIENCE IN OIL AND GAS MANAGEMENT AT THE INSTITUTE OF PETROLEUM STUDIES KAMPALA IN AFFILIATION TO UCU.

AUGUST, 2021

DECLARATION

I **Deogratius Okabo,** declare that this is my original research dissertation and has not been presented in any Institution of higher learning for any academic award.

SIGNATURE……..…… **DATE**……..…

Deogratius Okabo

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APPROVAL

This is to certify that this research dissertation titled **"An Examination of the Impact of Covid-19 on the Sales Performance of Petrol Stations in Lira City"** by Deogratius Okabo has been conducted under my supervision and is now ready for submission to the faculty for examination

SIGNATURE…… **DATE……**

Mr. James Mugerwa

(Research Supervisor)

DEDICATION

I dedicate this work to my dear parents, Dr. Wilfred Olila & Mrs. Alma Rose Olila. I am very grateful for their love and tireless emotional and financial support they have provided me.

ACKNOWLEDGMENT

I would like to thank the almighty God who has made the completion of this work possible.

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Special thanks go to my friends, class members, brothers and sisters whose patience has always been tested during my academic years. Your love, support and understanding are a vital part of every challenge in my life.

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LIST OF ACRONYMS

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

ABSTRACT

The purpose of this study was to examine the relationship between COVID-19 and the Sales Performance of fuel Stations in Lira City. The study was guided by three objectives which were; to examine the COVID-19 restrictions in Lira City; to assess the level of sales performance of fuel Stations in Lira City and to analyzed the relationship between COVID-19 and Sales performance atfuel Stations in Lira City. The study assessed a population of 95 from which a sample of 76 respondents were gotten. From the 76 people, responses were gotten from 72 respondents only. The study applied a cross-sectional survey design where closed ended questionnaires were utilized to collect data and analyzed using SPSS in form of percentages.

The findings showed that a large majority agreed that COVID-19 restrictions like those instituted in Lira City were responsible for poor sales performance in fuel stations. COVID-19 measures agreed upon included; banning public gatherings, observing physical distance, banning travel and public transport, incoming and outgoing travel to specified COVID-19 affected countries was banned, suspension of public transport for 14 days and closure of Schools. The findings also showed that level of sales performance of the four fuel Stations in Lira City which included; VIVO Energy (U) Ltd –Shell, Total Lira, HASS Ojwina, Stabex International Limited-Ireda, Lira and Shire Petroleum Company Limited were presented with reduced sales volume and low demand for fuel. The findings on the relationship between COVID-19 measures and Sales performance at four studied fuel Stations in Lira City showed a strong positive relationship ($r = 0.76$, $N=50$, $p < .001$).

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

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 Cities and districts. Other fuel stations might have similarities and therefore this research could also be applied in those fuel stations.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

This chapter presents the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, justification of the study and the significance of the study

1.2 Background of the Study

1.2.1 Historical background

The history of pandemics dates back to (165AD) with the Antonine Plague which killed over 5 million people. Also known as the Plague of Galen, the Antonine Plague was an ancient pandemic that affected Asia Minor, Egypt, Greece, and Italy and was thought to have been either Smallpox or Measles, though the true cause is still unknown. This unknown disease was brought back to Rome by soldiers returning from Mesopotamia around 165AD; unknowingly, they had spread a disease which would end up killing over 5 million people and decimating the Roman army. Plague of Justinian (541-542) which claimed a death Toll of up to 25 million was caused by the Bubonic Plague. Thought to have killed perhaps half the population of Europe, the Plague of Justinian was an outbreak of the bubonic plague that afflicted the Byzantine Empire and Mediterranean port cities, killing up to 25 million people in its year long reign of terror (WHO, 2010).

The Black Death (1346-1353): From 1346 to 1353, an outbreak of the Bubonic Plague ravaged Europe, Africa, and Asia, with an estimated death toll between 75 and 200 million people. Thought to have originated in Asia, the Plague most likely jumped continents via the fleas living on the rats that so frequently lived aboard merchant ships. Flu Pandemic (1889-1890); which claimed over one million people was caused by Influenza and it was originally the “Asiatic Flu” or “Russian Flu” as it was called, this strain was thought to be an outbreak of the Influenza A virus subtype H2N2, though recent discoveries have instead found the cause to be the Influenza. Asian Flu (1956-1958) which claimed over two million lives was also caused by influenza. Flu Pandemic

(1968) which claimed over one million lives and was caused by influenza. Flu Pandemic (1918) whose death toll was 20 -50 million was also caused by influenza (WHO, 2010).

The history of sales is intertwined with advertising and can be traced back to middle ages when advertising was developed. In 18th century, newspaper advertising became increasingly affordable with advances in the printing press; and medicines, which were increasingly sought after, as disease ravaged Europe (Keegan and Warren, 2002). In the early 1920s, the first radio stations were established by radio equipment manufacturers and retailers who offered programs in order to sell more radios to consumers (Kotler, Armstrong, Saunders & Wong, 1999). As time passed, many non-profit organizations followed suit in setting up their own radio stations, and included: schools, clubs and civic groups. Advertisement for a live radio broadcast was sponsored by a milk company and published in the Los Angeles Times on May 6, 1930.

1.2.2 Conceptual background

The key concepts in this study were COVID-19 the independent variable and sales performance the dependent variable.

During the early months of 2020, most countries in the world confronted an unfamiliar foe: the COVID-19 (coronavirus) pandemic. The COVID-19 pandemic has had a pervasive, penetrating, devastating and immediate effect on national economies, lifestyles, relationships and livelihoods of people all around the world, all within just a few short months. The current drop in oil demand is essentially caused by the quarantine of countries, particularly restriction and containment measure that causes a drop in consumption. Besides, an oil price war went on following a spat about oil production between Russia and the Saudi-led Organization of Petroleum Exporting Countries (OPEC). OPEC wanted to slash production to match a drop in demand and the global economic turn-down, while Russia was not cooperative (WHO, 2020).

Russia by refusing to reduce production quotas, undermined the extraction of shale oil in the United States. According to Rosneft, which is a Russian state-owned company specializing in the extraction, processing, and distribution of petroleum, if Russia had accepted a drop in oil production to maintain the price, American shale oil would have found takers on the world energy market, which would not have been favorable for the low demanded Russian oil. However, Saudi

Arabia and Russia failed to reach an agreement on production cuts that exacerbated the crisis (OPIS, 2020).

Sales performance is a degree of involvement of a company's sales functions to its corporate aims and objectives (Dickinger, 2019). Sales performance employs unprocessed informationconcerning the target sales figure to compare with the quantity of actual sales. However, it can signify the rate of customer loyalty to the business hence if a business has high customer loyalty, this means high sales performance (Leung & Law 2019). Aksu & Tarcan (2019) suggested that performance is a multi-aspect concept, amount with which fluctuate and depends on a diversity ofreasons that encompass it. Clark, (2018) declared that marketing outcome construct are introducedin order to have an additional openly related marketing practice result. According to Minculete &Olar (2018), Sales Performance can be evaluated using a sales volume analysis, marketing cost analysis and profitability analysis whereby a sales volume investigation is conducted by a carefulstudy of an organization's records of its profits and loss statement on the product lines, territoriesand key accounts of the customers

1.2.3 Contextual background

Fuel stations in Lira City contribute a lot to the tax base of the city and the general movement of business activity in the city as a whole. The rapid growth of Lira city has resulted into a continuous increase in demand for fuel. Consequently, this has greatly boosted the profits of fuel stations (GoU, 2020). However, from March 2020 COVID-19 measures were enforced all over the country, which significantly affected the sales performance of fuel stations in Lira City. The fuel stations in Lira City include the following; VIVO Energy (U) LTD–SHELL; Total Lira; HASS Ojwina, LIRA; STABEX International Limited-IREDA, LIRA; Meru Petroleum ADYANGOPIRO, LIRA; NILE Energy Limited t/a GAZ –LIRA; OIL Energy (U) Limited -Te-Got, LIRA; OIL Energy (U) Limited -Juba Road, LIRA; RHINO OIL Uganda Limited -Bazzar East, LIRA; SHIRE Petroleum Company Limited -Starch Factory B, Adyeri Division, LIRA (GoU, 2020).

1.3 Statement of the Problem

Prior to COVID-19 measures imposed by the Ugandan government, sales performance of fuel stations usually rose steadily, remained stable or fell steadily, according to URA statistics. All stakeholders usually benefited in one way or another, with the stockholders satisfied with the high profits attained from large sales revenues and reduced operational costs; the employees satisfied with relatively high salaries and allowances paid by their employers; and the government happy with high tax revenues levied on these fuel stations. Fuel stations in Lira City have been turning in significant profits and consistent sales increments for the last five years.

However, currently from 18 March 2020, Fuel sales in Lira City have been drastically falling which has also led to the fall in profits (UBOS report, 2021). According to URA statistics, fuel sales have declined by over 50% since March 2020. It is not yet clear what has caused this sudden drop in fuel sales and profits.

Despite several campaigns by some fuel stations to drive sales performance, there has been no significant improvement in fuel sales. If these fuel stations fail to adapt during this COVD-19 period, several of them might run bankrupt. Some fuel stations might have to temporary close their operations because their fuel stock have dwindled and they cannot afford to finance the purchase of more stocks. Already, several workers have been laid off, or left underemployed as a result of the temporary COVID-19 lockdown measures imposed by the government, several more might lose their jobs if a permanent solution is not found.

If this problem is not addressed urgently, the fuel stations will continue to underperform in respect to their sales and consequently collapse. This study therefore seeks to bridge this gap in knowledge by examining the impact of COVID-19 on the Sales Performance of fuel Stations in Lira City.

Analyzing the relationship between COVID-19 measures and the sales performance of fuel stations in Lira City, will help us understand the most effective and efficient strategies in addressing this dilemma. The fuel stations could perhaps deploy automated fueling system to minimize contact between pump attendants and the clients, sanitize the fuel pump regularly, deploy automated payment systems to minimize contact with paper currencies, vaccinating the entire population which require time and therefore not effective as per the moment, among others.

1.4 Purpose of the Study

The choice of the research problem originated from observation of sales performance at Shell Juba Road, Lira during my internship (Jan-April 2020) amidst the COVID-19 outbreak. Sales performance was adversely affected by the COVID-19 measures imposed by the Ugandan government to stop the spread of the pandemic. This study will improve sales performance of fuel stations in Lira City amidst the COVID-19 crisis.

1.5 Objectives of the Study.

i. To examine the COVID-19 restrictions in Lira City

ii. To assess the level of sales performance of fuel Stations in Lira City

iii. To analyze the relationship between COVID-19 measures and Sales performance at fuel Stations in Lira City

1.6 Research Questions

i. What are the COVID-19 restrictions in Lira City?

ii. What is the level of sales performance of fuel Stations in Lira City?

iii. What is the relationship between COVID-19 measures and Sales performance at fuel Stations in Lira City?

1.7 Scope of the study

1.7.1 Subject scope

The study concentrated on assessing the COVID-19 measures, level of sales performance and the relationship between COVID-19 measures and sales performance at fuel Stations in Lira City.

1.7.2 Geographical scope

The study was carried out in Lira City which is one of the sub-counties of Lira district. This study area was chosen because it has the largest number of fuel stations in Lira district.

1.7.3 Time scope

The study reviewed studies on COVID-19 measures and sales performance from March 2020 to date. This period has been considered because the COVID-19 restriction came into effect from around March 2020 in Uganda.

1.8 Justification of the Study

Ever since the global outbreak of COVID-19 in March 2020, several protocols have been put in place to limit the spread of the pandemic among the population. Such protocols which included lockdown protocols, social distance protocol among others have had severe impact on the sales performance of several companies, most especially in the downstream sector of the oil and gas industry (Fuel stations).

The fuel stations have seen a sharp reduction in the number of clients being serviced as the lockdown protocol, and several other protocols have been enforced by the government. These protocols can be linked directly to the poor sales performances in the fuel stations and therefore the need to address these inefficiencies can be traced back to these protocols.

1.9 Significance of the Study

Fuel Stations can use the findings to draw important inferences and information which the marketing team can use to improve sales performance. The inferences drawn from the research can be used to conduct the overall analysis of the company's strengths, and how to improve sales amidst the current COVID-19 pandemic.

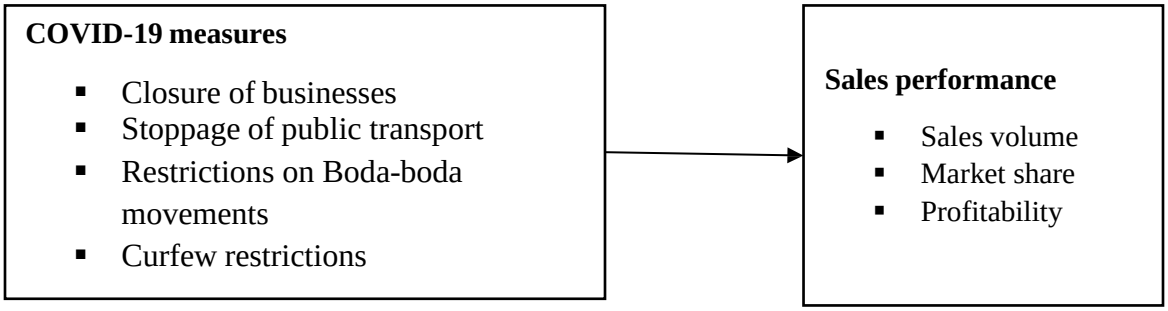
The study findings might be of great importance to policymakers and other government agencies that may use the study findings to come up with new policies to relax COVID-19 restrictions and boost fuel sales in Uganda.

Future researchers on a similar topic may benefit from the findings by borrowing a leaf in the form of related literature to add on the existing body of knowledge. The study will also help build on the researcher's knowledge and understanding of the variables and gain more skills for conducting research.

The study shall help the student fulfil the requirements necessary to acquire a bachelor’s degree.

1.10 Conceptual Framework

Figure 1.1, below gives a graphical conceptual underpinning of the variables of the study and how they are related to one another.



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

This study considered COVID-19 measures as an independent variable with elements like closure of businesses, stoppage of public transportation, stoppage of Boda-Boda movements, curfew being the major COVID-19 measures. The dependent variable is sales Performance with variables like; Market share, Sales volume and profitability.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter shows the literature put forward by different scholars on COVID-19 restrictions, sales performance measures and the relationship between COVID-19 restrictions and sales performance.

2.2 COVID-19

On December 8, 2019, the government of Wuhan, China, announced that health authorities were treating dozens of new virus cases, identified as coronavirus disease 2019 (COVID-19) (WHO, 2020). Since then, COVID-19, a new strain of SARS (SARS-CoV-2) has grown into a global pandemic and spreading across many countries. A highly transmissible respiratory disease, COVID-19 spreads through contact with other infected individuals, with symptoms such as fever, cough, and breathing problems (WHO, 2020). Transmission can also occur from asymptomatic individuals, with up to 40% of infected persons remaining asymptomatic (WHO, 2020). Other factors that facilitate infection include (1) speed and efficiency of COVID-19 transmission; (2) airborne transmission; (3) close contact between infected and non-infected individuals; (4) vulnerability of immune compromised individuals with specific underlying health conditions (e.g., hypertension, diabetes, cardiovascular disease, respiratory problems); (5) susceptibility of persons over 65; and (7) contact with persons who have traveled to locations with a high number of cases (WHO, 2020).

In Uganda, measures to curb COVID-19 included social distancing, temporarily banning the sale of non-food items in markets, and acquiring the medical supplies necessary to the contain the spread of the virus are all necessary and commendable measures but equate to enormous economic disruption especially to Petrol fuel businesses in Uganda (MoH, 2020).

2.3 COVID-19 Measures

Despite the government's ability to initially slow the course of the Covid-19 pandemic in Uganda, the severity of the response measures enforced negatively impacted on the economy with far-reaching effects on all sectors projected for the medium to long term. The country continues to

face high poverty rates, and an economy largely composed of the informal sector. The pandemic

also brought to the forefront the impacts of COVID-19 on fuel companies (WHO, 2020). The COVID-19 measures include the following;

Lockdowns; Public health responses have been dominated by enforced social distancing and stay-at-home interventions, characterized as "lockdowns," advocated for by the World Health Organization (WHO, 2020). As reported SARS-CoV-2 infections increased on the African continent, countries implemented measures previously used elsewhere including closure of workplaces and severe restrictions on travel, aimed at reducing transmission and subsequent pressure on intensive healthcare facilities.

Banning public gatherings; By 18 March 2020, the Ugandan President banned all public gatherings and encouraged the public to observe physical distance, not to cough, sneeze or spit in public, and to observe strict hygienic rules (hand washing with soap and water or using sanitizers, regularly disinfecting surfaces, such as tables and door handles among others) (MoH, 2020)

Banning travel and Public transport; Uganda further banned travel to and from other countries that had a large number of COVID-19 cases. Not only did the President suspend discos, bars, sports, cinemas, dances, and concerts. On 25 March 2020, a ban on public transport was instituted, and all passenger movements into Uganda by air, land, or water were stopped following reports of multiple escapes of people from mandatory quarantine centers. A 14-day total lockdown started on 30 March 2020, with a nationwide curfew from 7 p.m. to 6.30 a.m.; the use of private cars was equally banned, except for essential staff. The lockdown was later extended until 2 June 2020, when a phased easing of the restrictions commenced (MoH, 2020)

Restrictions on border movements; on 18 March 2020, Uganda banned all incoming and outgoing travel to specified COVID-19 affected countries for a period of 32 days. On 22 March, Uganda suspended all passenger planes in and out of the country, with cargo exceptions only. On 23 March, Uganda closed border with South Sudan for passengers, and only traffic of goods from Uganda to South Sudan was allowed. On 25 March, public transport was suspended for 14 days. On 31 March, the country ordered a 14-day nationwide lockdown starting at 7PM, except for cargo planes, Lorries, Pickups and Trains. This ban was later extended on 14 April for another 21 days. On 10 April, Uganda introduced new measures which included banning motorcycle, taxis after 2PM. On 5 May, Uganda eased its strict measures for a 14-day period, but international borders remained closed. On 27 July, the country lifted the ban on motorcycle, taxis and allowed them to

carry passengers, but with strict health measures. Rwanda announced the reopening of their borders. Ugandan nationals stranded in other East African Community (EAC) countries were allowed to return home on 10 August under strict Health measures (MoH, 2020)

Closure of Schools; 18 March 2020, included closure of all primary and secondary schools, universities and other institutions of learning, suspension of religious gatherings across the country, and the banning of public rallies and cultural meetings. They also included a travel ban for Ugandans to high-risk countries and strict quarantine measures for all returning Ugandans at their personal cost (GoU, 2020). Public health responses have been dominated by enforced social distancing and stay-at-home interventions, characterized as "lockdowns," advocated by the World Health Organization (WHO) (Hu, Lee, & Airbnb, 2020).

2.4 Sales Performance

The term sales refer to transactions between two parties where the buyer receives goods (tangible or intangible), services and/or assets in exchange for money (Hutt & Speh, 2018). According to Yasmin et.al. (2018), no matter what industry, every manufacturer/supplier must improve sales performance, reduce the cost of selling, and ensure their survival. By analyzing sales performance, managers can make changes so as to optimize sales going forward (Ainscough, (2016). According to literature, sales performance is a combination of sales effectiveness - the ability of a company's sales professionals to "win" at each stage of the customer's buying process, and ultimately earn the business on the right terms and in the right timeframe and sales efficiency the speed at which each task in the sales process is performed (Levenburg & Magal, 2014).

Aksoy, (2019) posits that sales effectiveness is not just a sales function issue; it's a company issue, as it requires deep collaboration between sales and marketing to understand what's working and not working, and continuous improvement of the knowledge, messages, skills, and strategies that sales people apply as they work sales opportunities. On the side of sales efficiency, companies need to examine their sales process for weaknesses so as to maintain favourable speeds at which each task in the sales process is performed (Kotler, Kartajaya & Setiawan, 2017). For example, if intermediaries are spending too much time on some tasks, the company might automate those tasks so as to allow sales representatives to spend more time selling (Treace, 2012)

Sales volume

Kotler & Keller, (2016), sales volume is the core interest of every organization that is based on sales and profit. When the volume goes up, everything else is manageable margin, profit, numerical distribution but when the volume goes down it is difficult to manage the business parameters. Sales do not go up or down just like that, the company manages and directs its sales volume through the portfolio and channels. There are different ways that the company can use to influence volume increase.

Hsu & Tsou, (2017), state that a positive sales growth over a specific period of time indicates that you are on track with your sales goals to grow your business. The number of current and new sales opportunities plays a decisive role in sales management. To properly optimize and increase the value of your sales metrics, the number of opportunities should be high on your list. While the number of unqualified leads is an important indicator in marketing, only valid qualified leads are really critical for sales. For example, leads with incorrect contact information have no real value for sales. In addition to detailed time monitoring of the number of new sales opportunities, e.g., daily, the potential purchase volume of these open opportunities is also a good indicator for sales that compares the current performance with the previous month. The average purchase value is one of the sales performance metrics that companies use when developing a sales growth strategy, revenue projections, and forecasting.

Sales volume is the number of units sold within a reporting period. Within a business, sales volume may be monitored at the level of the product or sales region (Aksu & Tarcan, 2019). A business may also monitor its break-even sales volume, which is the number of units it must sell in order to earn a profit of zero. The concept is useful when sales are contracting, so that management can determine when it should implement cost reductions. This can be a difficult concept to employ when there are many different products, and especially when each product has a different contribution margin.

Market share

Bulut, et.al, (2018) defines market share as the percent of total sales generated by a company. Market share is calculated by taking the company's sales over the period and dividing it by the total sales over the same period. According to Cop & Oyan, (2018), it is out of total purchases of a customer of a product or service, what percentage goes to a company defines its market share.

Market shares can be value or volume and value market share is based on the total share of a company out of total segment sales. Volumes refer to the actual numbers of units that a company sells out of total units sold in the market. The value-volume market share equation is not usually linear: a unit may have high value and low numbers, which means that value market share may be high, but volumes share may be low. Market share is a measure of the consumers' preference for a product over other similar products and a higher market share usually means greater sales, lesser effort to sell more and a strong barrier to entry for other competitors. A higher market share also means that if the market expands, the leader gains more than the others (Cohen, 2019).

Market share refers to the portion or percentage of a market earned by a company or an organization (Leung & Law, 2019). A company's market share is its total sales in relation to the overall industry sales of the industry in which it operates. An increase in a company's market share can allow the company to operate on a greater scale and increase profitability. It also helps the company develop a cost advantage compared to its competitors. An increase in market share also helps boost a company's total sales and consumers notice the brand loyalty of a majority of their peers, the remaining consumers are also driven to purchase that product. An increase in market share also helps a company widens its customer base (McIntyre & Virzi, 2018).

Profitability

According to McKinsey & Company (2018) sales performance plays a key role in profit generation for the business. Profit is an absolute number determined by the amount of income or revenue above and beyond the costs or expenses a company incurs. It is calculated as total revenue minus total expenses and appears on a company's income statement. Sales profitability is the metric used to determine the scope of a company's profit in relation to the size of the business sales (Gibbs & Kraemer, 2018). Profitability is ability of a company to use its sales resources to generate sales revenues in excess of its sales expenses. In other words, this is a company's capability of generating profits from its operations. Sales profitability is the amount of money earned from customers by selling company's services and products. Therefore, if a company is generating higher sales profitability, it can be assumed that it is more efficient (Chaffey & Smith, 2019).

According to Reid, Smith & McCloskey, (2018), Profit margin is one of the indicators for sales that expounds on the profitability of sales and this is useful when management needs to determine

whether to offer promotions or bonuses for each representative, or to determine the amount of the commission. Incremental sales show the number of sales generated by each marketing activity and it can be calculated by subtracting baseline sales with new sales generated.

2.5 Relationship between COVID-19 measures and sales performance

The fuel and convenience retail industry has been no stranger to disruption. Consumer habits are shifting from in-store to virtual purchases. New competitors are emerging. Store consolidation is squeezing margins. With improved fuel efficiency, the advent of electric vehicles, and an increase in ride-sharing, demand for motor fuel has been on the decline. Global fuel demand was already declining, but with COVID-19, fuel and convenience retailers are reporting fuel volume declines of 40-60%. It is expected that demand will continue to fall as consumer travel has come to a near-halt around the world, with effects lasting well into 2021. Bartik, et.al. (2020) an increase in oil supply led to a significant drop in prices beginning in mid-March 2020. Futures prices have fallen to the lowest levels since 2002, translating to gasoline prices below $2/gallon. US fuel rack-to-retail margins are at all- time highs, with the average as high as ¢85/gallon (Gössling, Scott & Hall, 2020).

In Uganda, as a result, all non-essential services and activities remained closed from 31 March until the partial lifting of the lockdown on 26 May 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 continues to suffer, as activities in manufacturing and industry, services and informal sector have been either reduced or halted. Trade networks have been disrupted, causing shortages of drugs, industrial chemicals, medical equipment, and consumer goods (including basic items like toilet paper), as many factories, especially in mainland China, remain closed. Hundreds of jobs, particularly in travel, tourism, and events, have been lost. The job loss multiplier effect is large and increasing as supply chains come to a halt and people stay home. The loss in value of stocks and other financial instruments traded on global markets is raising fears of a recession, and prompting the Organization for Economic Cooperation and Development (OECD) to revise downward global growth rates in 2020 from 2.9% to 2.4% Gössling (Scott & Hall, 2020).

According to the UN Economic Commission for Africa (UNECA), the unfolding coronavirus crisis could exacerbate Africa's already stagnant growth. For instance, oil-exporting nations are estimated to lose up to US $65 billion in revenues as crude oil prices continue to fall. UNECA estimates that the pandemic may result in 78% decline in GDP growth, from 3.2% to 1.8%, while OECD anticipates GDP to grow by only 1.5% due to disruption of global supply chains and other factors. UNECA further anticipates a decline in employment by 48%, and 48% decline in the size of the population expected to move out of poverty. The continent will require US $10.6 billion in unanticipated increases in health spending to curtail the virus from spreading, while on the other hand revenue losses could lead to unsustainable debt (WHO, 2020). Lastly, and importantly for medium and long-term impacts of COVID-19, it is possible that the crisis will undermine progress on financing and implementation of SDGs, and Africa Agenda 2063. UNECA estimates that US $100B is needed to bridge funding gap and propel the Decade of Action. Resources are likely to be diverted from implementation of SDG-related activities to economic recovery during and following the COVID-19 crisis (Bartik, et.al. 2020).

The stoppage of airline travels, and imposition of quarantines on inbound travelers across the globe led to the complete fall in the number of tourist arrivals, and distortion of the entire value chain. The effect will be far reaching given that the sector contributes to more than 6% of total employment, directly and indirectly. In 2017 alone, tourism employed 605,500 people (6.3% of total employment) (World Bank, 2020). Following the immediate drop-in occupancy rates, several large hotels laid off more than 1,000 workers, each, with more layoffs anticipated in coming days. More is anticipated for accommodation in national parks, affecting the entire value chain in the tourism industry.

The disruption of economic activity country-wide will most likely increase food insecurity, among heightening of other vulnerabilities. The restrictions of movement, transport, and market operations will negatively impact agricultural households that rely on market sales and will negatively impact households that do not have harvest in stock to survive on. Food insecurity could increase vulnerability of households and increase overall insecurity. Additionally, pregnant women and those with pre-existing or chronic medical conditions may experience reduced access to proper nutrition and basic health services. Impacts for vulnerable households may range from

loss of food security and nutritional issues to job and income loss and heightened probability of falling into poverty or chronic poverty (UBOS, 2020).

In reality, the COVID-19 response has, as of March 30, 2020, led to a lockdown on movement of the public, including a shutdown of public transport, non-food sales in markets, and other critical measures which will result in widespread loss of incomes. Depending on the net effect of these lockdown measures, the result on the poverty could change. Therefore, further analysis is necessary to better understand the actual implications of fiscal policy adjustment on SDG1 achievement by 2030 (MoH, 2020).

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter shows the methodology that was employed when conducting this study. It elaborates the research design, the sampling procedure, sample size, the measurement instrument and the data collection method that was adopted. The chapter also shows how data was analysed and the measures that were taken to ensure that research ethics are adhered to.

3.2 Research Design

This study adopted the cross-sectional research design. The cross-sectional research design is a research design by which the whole population or its subset is studied by seeking information about a study problem on what is going on at only one point in time (Olsen & Marie, 2004). The cross-sectional design was used because cross-sectional studies are generally quick, easy, and cheap to conduct because limited time is spent in the field. With the cross-sectional design, the researcher was able to collect appropriate data quickly and cheaply (Gravlee, Kennedy, Godoy & Leonard, 2009). This study used both the quantitative and qualitative approaches.

3.3 Area of study

The study was conducted in Lira City sub-county of Lira district. The choice of Lira City, in Lira District as a study area was guided by two reasons. Firstly, in terms Fuel station numbers, over 60% of the fuel stations in Lira district are located in Lira City (UBOS, 2019). Inevitably, this makes Lira City a favourable location for this study. Secondly, a large percentage of Lira City fuel stations are facing serious sales challenges. Lira City comprises of fuel stations like; VIVO Energy (U) Ltd–Shell; Total Lira; HASS Ojwina, Lira; Stabex International Limited-Ireda, Lira; Meru Petroleum Adyangopiro, Lira; Nile Energy Limited t/a GAZ –LIRA; OIL Energy (U) Limited -Te-Got, Lira; Oil Energy (U) Limited -Juba Road, Lira; Rhino Oil Uganda Limited -Bazzar East, Lira; Shire Petroleum Company Limited -Starch Factory B, Adyel Division, LIRA.

3.4 Study Population

The population of the study was 95 people comprising management staff, marketing and sales staff and fuel pump attendants. The population was selected from four fuel stations in Lira City, and these include; VIVO Energy (U) Ltd –Shell, Total Lira, HASS Ojwina, and Stabex International

Limited-Ireda, Lira. This population category comprised personnel who were directly involved with the fuel sales at fuel stations in Lira City, and these therefore provided the appropriate sample for the study.

3.5 Sample Size and Selection

The sample size comprised 76 respondents which were drawn from a population of 95 people determined by the Small Sample Technique according to Krejcie and Morgan (1970). The sample from each category for the questionnaire survey was determined by proportionate sampling

Table 3.1: Study Population Distribution and Sample

Fuel	Category	Popn	Sample	Sampling Techniques
VIVO Energy (U) Ltd –Shell	Management			Purposive sampling
	Marketing and sales staff			Purposive sampling
	Accounts and finance staff			Simple random sampling
	Pump attendants			Simple random sampling
Sub total		**25**	**20**	
Total Lira, HASS Ojwina	Management			Purposive sampling
	Marketing and sales staff			Purposive sampling
	Accounts and finance staff			Simple random sampling
	Pump attendants			Simple random sampling
Sub total		**25**	**20**	
Stabex International Limited -Ireda, Lira	Management			Purposive sampling
	Marketing and sales staff			Purposive sampling
	Accounts and finance staff			Simple random sampling
	Pump attendants			Simple random sampling
Sub total		**25**	**20**	
Shire Petroleum Company Limited - Starch Factory B, Adyel Division, Lira	Management			Purposive sampling
	Marketing and sales staff			Purposive sampling
	Accounts and finance staff			Simple random sampling

	Pump attendants			Simple random sampling
Sub total		**20**	**16**	
TOTAL		**95**	**76**	

Source: Auditor General (2019)

3.6 Sampling Techniques

The study adopted two sampling methods, namely simple random and purposive sampling. Simple random sampling is a sampling technique by which each individual is chosen randomly and entirely by chance, giving each individual accessible in population an equal chance of being included in the sample (Clark & Creswell, 2008). Simple random sample selection was done by drawing numbers assigned to respondents. This enabled collecting of data from a representative sample for generalisation of the findings. With regard to purposive sampling, this was used to sample particular people to provide in-depth views since the study was both quantitative and qualitative. The method of purposive sampling that was used is intensity purposive sampling. Intensity sampling allowed the researcher to select a small number of key respondents that provided in depth information and knowledge of a phenomenon of interest (Palinkas et al., 2015).

3.7 Data Collection Methods

The collection of data for this study involved use of only questionnaire survey. A questionnaire survey is a data collection method by which the participants are directly questioned about their feelings on the study problem (Dumondor, 2017). The questionnaire survey was very useful because it is fast to use in data collection. Other data collection techniques were ignored because the Covid-19 protocol of social distancing.

3.8 Data Collection Instruments

The researcher used a self-administered questionnaire. A self-administered questionnaire is a quantitative data collection instrument (Siniscalco & Auriat, 2005). The questionnaire had three sections that are sections A, B and C. The questions in sections A had background characteristics while the questions in section B and C contained the main variables. The self-administered questionnaires were close-ended items. Closed questions was selected because they are easy to administer, easily coded and analysed, allowed comparisons and quantification, and they were more likely to produce fully completed questionnaires while avoiding irrelevant responses

(Artino Jr, La Rochelle, Dezee & Gehlbach, 2014).

3.9 Research Procedure

The researcher secured an introductory letter from the Institute of Petroleum Studies, Kampala. The researcher presented the letter to Lira City administrators who then introduced the researcher to the respondents. The researcher personally distributed t h e research questionnaires to the interviewees. Each questionnaire was accompanied by a letter explaining the general purpose of the study.

3.10 Data Quality Control

3.10.1 Validity of the Instrument

The researcher established content validity of the instruments by making sure that the items on the main variables (independent and dependent variables) conform to the conceptual framework of the study. The opinion of the supervisors on the relevance, wording and clarity of the items in the instruments was sought and there was validation of the questionnaire items. Validation of the instrument focused on clarity, completeness and relevance of the questions in relation to the study constructs.

3.10.2 Reliability of the Instruments

To attain the reliability of the instruments, the researcher made consultations with the supervisor. The researcher avoided personal biases, ensured meticulous record keeping, demonstrated a clear decision trail and ensured that interpretations of data was consistent and transparent during data collection. Clarity in terms of thought processes during data analysis and subsequent interpretations was also demonstrated (Simmons, 2016).

3.11 Measurement of Variables

The results were presented using SPSS software by way of graphs and charts for ease of understanding. This provided for interpretation of the findings that was generated, and as well as recommendations from the findings. The variables were measured using questions developed basing on the nominal and ordinal scales. The nominal scale was used to measure questions on background characteristics. This is because the nominal scale helps to label or tag in order to identify study items. For the ordinal scale, this is a ranking scale that possesses the characteristic of order that is used to measure the items of the independent and dependent variables. The ranking was a five-

point Likert Scale (Where 1 = strongly disagree 2 = disagree 3 = undecided 4 = agree 5 = strongly agree).

3.12 Ethical Considerations

All the way through this research, an attempt was made to respect the rights of others. For example, material borrowed from other sources such as journal articles was acknowledged at the respective spots in the study. Before data collection, the respondents were appropriately informed by the researcher of the purpose of the study, why and how they were chosen. They were further assured of confidentiality of their responses that their responses would be anonymous. During data management, findings were associated with the respondents through coding. Honesty was also maintained by ensuring that data presentation, analysis and interpretation are strictly based on the data that was collected.

3.13 Limitation of the study

The study was limited to only one month within which to collect and analyze data, which was not enough for this research. However, the researcher utilised his time to collect as much data as possible.

Respondents were not willing to respond to the questionnaire. To solve this challenge, the researcher convinced the respondents that their responses were to be kept confidential and only used for academic purposes.

The researcher conducted the study with only 4 petrol stations in Lira City and therefore possesses a specific region sensitivity and context. Subsequently, any attempts to generalise the results of this research to other regions needs to be treated with caution.

CHAPTER FOUR

PRESENTATIONS OF RESULTS AND ANALYSIS OF FINDINGS

4.1 Introduction

This chapter presents findings of the study; it presents findings on respondent's background in terms of level of education, respondents Gender, and respondents by age, Marital status and job title. It further describes findings on the COVID-19 restrictions in Lira City, the level of sales performance of fuel Stations in Lira City and the relationship between COVID-19 measures and Sales performance at fuel Stations in Lira City. The findings are presented in line with the sole objective of the research study and are intended to give answers to the research questions which were asked in relation to the study. The statistical tools such as frequency distribution tables and percentages were used to generate the results in this chapter.

4.2 Response rate

Table 4.1: Showing Response rate

Respondents	Frequency	Percentage
Returned	72	94.7
Missing	4	5.3
Total	**76**	**100**

Source: *Primary data, (2021)*

Findings in table 4.1 above indicate that from the 76 questionnaires distributed to the respondents, 72 questionnaires were returned and only 4 were not returned representing a response rate of 94.7%. The response rate is adequate for the study because Amin (2005) observed that a response rate of 70% and above was relevant for such a study. This therefore, implies that the study got a good response rate which justifiably provides a good analysis of responses on ground.

4.3 Survey Findings on Respondent's Background

Table 4.2: Proportion of Respondents by Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	29	40.3	40.3	40.3
	male	43	59.7	59.7	100.0
	Total	72	100.0	100.0	

Source: ***Primary data, (2021)***

Findings on respondent's gender showed that out of the 72 respondents who were involved in the study, 60 % were males and 40% were females which implied that males comprised the majority of the responses in this study but females were also fairly represented.

Table 4.3: Description of the Respondents by Level of Education

Education Level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	5	6.9	6.9	6.9
	Diploma	15	20.8	20.8	27.8
	Post-graduate diploma	4	5.6	5.6	33.3
	UACE	32	44.4	44.4	77.8
	UCE	16	22.2	22.2	100.0
	Total	72	100.0	100.0	

Source: ***Primary data, (2021)***

Findings on the distribution of education levels of respondents showed that 44% were UACE holders, 22% were UCE holders, 21% were diploma holders, 7% were bachelor's degree holders and the remaining 6% possessed post-graduate diploma. This therefore implies that the responses were gotten from fairly educated group of respondents who were knowledgeable enough to understand the questions in the questionnaire.

Table 4.4: Respondents by Age

Age Group		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25	25	34.7	34.7	34.7
	26-30	33	45.8	45.8	80.6
	30-40	11	15.3	15.3	95.8
	above 40	3	4.2	4.2	100.0
	Total	72	100.0	100.0	

Source: ***Primary data, (2021)***

Findings on the respondent's age category showed that 45.8% were in the age bracket of (26-30), 35% were in the age bracket of (21-25), 15% were in the age bracket of (31-40), and 4% were also in the age bracket of Above 40. This therefore means that the data was gotten from younger respondents.

Table 4.5: Respondents by Work Category

Job description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Customer attendant	33	45.8	45.8	45.8
	Gas salesperson	3	4.2	4.2	50.0
	Lubes sales personnel	9	12.5	12.5	62.5
	Restaurant attendant	1	1.4	1.4	63.9
	Service bay attendant	16	22.2	22.2	86.1
	Supermarket attendants	5	6.9	6.9	93.1
	Supervisor	5	6.9	6.9	100.0
	Total	72	100.0	100.0	

Source: Primary data, (2021)

Findings on respondent's Job title showed that 1.4% were fuel station restaurant attendants, 4.2% were Gas sales personnel, 7% were Fuel Station Supervisors, 7% were Fuel station supermarket Attendants, 13% were Lubricant sales personnel, 22% were Service bay attendants and 45.8% were Customer attendants. This therefore implies that a majority of the respondents were Customer attendants.

Table 4.6: Table Showing Respondent's Marital Status

Marital status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	1	1.4	1.4	1.4
	Married	28	38.9	38.9	40.3
	separated	1	1.4	1.4	41.7
	Single	42	58.3	58.3	100.0
	Total	72	100.0	100.0	

Source: Primary data, (2021)

Findings on respondent's marital status showed that 38.9% were married, 58.3% were single and 1.4% were separated. This implies therefore that a majority of the respondents were Single with those who were married also fairly represented.

Table 4.7: Table showing Respondent's Experience

Work Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11to15	3	4.2	4.2	4.2
	1to5	62	86.1	86.1	90.3
	6to10	7	9.7	9.7	100.0
	Total	72	100.0	100.0	

Source: Primary data, (2021)

The findings on respondents' experience showed that 4% had worked for 11-15 years, another 10% had worked for 6-10 years, and 86% had worked for 1-5 years. This therefore implies that a majority of the respondents had worked for 1-5 years and are presumed to have fairly adequate knowledge on sales trends of the fuel stations. These were complimented by a fairly large group of respondents who had worked for 6-10 years

4.4 Findings on Research Objectives

This study set out to examine the COVID-19 restrictions in Lira City; assess the level of sales performance of fuel Stations in Lira City; analyse the relationship between COVID-19 measures and Sales performance at the four fuel Stations in Lira City.

4.3.1 Objective 1: To examine the COVID-19 restrictions in Lira City

The statements portray level of agreement in accordance to a five-point Likert scale. Where NA-Not at all, OW-Once in a while, S- Sometime, FO- Fairly Often, F- Frequently, if not always

Table 4.8: COVID-19 restrictions in Lira City.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Public gathering ban	72	2	5	3.72	.859
closure of educational institutions	72	1	5	3.89	.865
Banned public passenger vehicles	72	2	5	4.82	.565
released cargo planes and vehicles	72	2	5	3.90	.535
Private vehicles allowed with only 3 persons	72	2	5	3.90	.632
Banned all private passenger vehicles	72	1	5	4.47	.731
Implemented night curfew	72	1	5	3.72	1.258
Boda-Bodas stopped at 2:00pm	72	2	5	3.64	.893
Valid N (listwise)	72				

The findings on the COVID-19 restrictions in Lira City showed the following;

Public gathering ban (M= 3.72, SD= 0.859), Closure of educational institutions (M= 3.89, SD = 0.865), Banned public passenger vehicles (M= 4.82; SD = 0.565), Released cargo planes and vehicles (M= 3.90, SD = 0.535), Private vehicles allowed with only 3 persons (M = 3.90, SD= 0.632), Banned all private passenger vehicles (M=4.47; SD= 0.731), Implemented night curfew (M= 3.72; 1.258), Boda-Bodas stopped at 2:00pm (M=3.64; SD = 0.893)

In conclusion, the findings show that a large majority agreed that COVID-19 measures fairly often impacted their activities at their fuel stations in Lira City.

4.3.2 Objective 2: To assess the level of sales performance of fuel Stations in Lira **City.**

Statements that portray level of agreement in accordance to a 5-score Likert scale rating was used to elicit responses from respondents. Note: NA- Not at all, OW- Once in a while, S - Sometime, FO - Fairly Often, F- Frequently, if not always

Table: 4.9: the level of sales performance of fuel Stations in Lira City

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Sales level has been increasing	72	1	3	1.76	.517
Sales level has been decreasing	72	2	5	4.04	.542
Sales level has been decreasing since march 2020	72	2	5	3.99	.544
Sales level increased with loosened Covid-19 restrictions	72	2	5	4.28	.697
Valid N (listwise)	72				

The findings on the level of sales performance of fuel Stations in Lira City showed that; Sales level has been increasing (M=1.76; SD=0.517), Sales level has been decreasing (M=4.04; SD=0.542), Sales level has been decreasing since March 2020 (M=3.99; SD=0.544), Sales level increased with loosened Covid-19 restrictions (M=4.28, SD= 0.697)

In conclusion, findings showed that sales performance of fuel Stations in Lira City are quite low and poor as shown by the responses. Fuel sales in Lira City are quite low and poor as shown by the responses.

4.5 Objective 3: To analyse the relationship between COVID-19 and Sales performance at fuel Stations in Lira City

Statements that portray level of agreement in accordance to a 5-score Likert scale rating was used to elicit responses from respondents. Note: NA- Not at all, OW- Once in a while, S - Sometime, FO - Fairly Often, F- Frequently, if not always

Table 5.0: showing the relationship between COVID-19 measures and Sales performance

Correlations

		COVID-19 Measures	Sales performance
COVID-19 Measures	Pearson Correlation	1	0.76*
	Sig. (2-tailed)		0.000
	N	72	72
Sales performance	Pearson Correlation	0.00	1
	Sig. (2-tailed)	0.76	
	N	72	72

The findings on the relationship between COVID-19 measures and Sales performance at fuel Stations in Lira City showed a strong positive relationship ($r = 0.76$, $N=50$, $p < .001$). This implies that COVID-19 measures which began in March 2020 are directly leading to poor sales at fuel Stations in Lira City. Therefore, to improve sales performance at fuel stations in Lira City, efforts must be made to relax the COVID-19 measures.

CHAPTER FIVE

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

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

5.2 Discussion

The main research instruments used for this study were self-administered questionnaires with close ended questions. The findings generated from the questionnaire are discussed as below;

5.2.1 To examine the COVID-19 restrictions in Lira City

The findings of the study show that a large majority agreed that COVID-19 restrictions were responsible for interruptions in their activities at their various fuel stations in Lira City. COVID-19 measures agreed upon were; banning public gatherings, closure of all educational institutions, stoppage of all public passenger transport vehicles i.e., taxis, coasters, buses, passenger trains, Tuk-Tuks and Boda-bodas for 14 days, incoming and outgoing travel to specified COVID-19 affected countries was banned for a period of 32 days, Public transport was suspended for 14 days, closure of Schools, except for cargo planes, lorries, pick-ups, Tuk-Tuk, Boda-Bodas and bicycle, within Uganda and between Uganda and the outside, must continue but only with minimum numbers, Private vehicles continued but with only 3 people maximum per vehicle, banned the movement of all privately owned passenger vehicles and Night curfew.

5.2.2 To assess the level of sales performance of fuel Stations in Lira City

The findings on the level of sales performance of fuel Stations in Lira City showed that all four fuel stations which included; VIVO Energy (U) Ltd –Shell, Total Lira, HASS Ojwina, Stabex International Limited -Ireda, Lira and Shire Petroleum Company Limited -Starch Factory B, Adyel Division, Lira were presented with reduced sales volume and low demand for fuel. The findings are supported by a study by Levenburg & Magal, (2014) which states that sales performance is a combination of sales effectiveness - the ability of a company's sales professionals to "win" at each stage of the customer's buying process, and ultimately earn the business on the right terms and in the right timeframe and sales efficiency-the speed at which each task in the sales process is performed.

5.2.3 To analyse the relationship between COVID-19 Measures and Sales performance at fuel Stations in Lira City.

The findings on the relationship between COVID-19 measures and Sales performance at four studied fuel Stations in Lira City showed a strong positive relationship ($r = 0.76$, $N=50$, $p < .001$). This implies that COVID-19 measures which began in March 2020 are directly leading to poor sales at fuel Stations in Lira City. The findings are supported by assertions made 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 26 May. 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 continues to suffer, as activities in manufacturing and industry, services and informal sector have been either reduced or halted.

5.3 Conclusion

Conclusively, if fuel stations in Lira City are to re-intermediate themselves and remain competitive by making sales, they can no longer operate in the same way that they have been doing for the last few decades. Fuel stations in Lira City need to adopt strategies that promote their product to attract a larger customer base than just their traditional type of customer. Furthermore, fuel stations can adopt promotional strategies like free car washing while at the same time lobbying for relaxation of COVID-19 measures.

5.3 Recommendations

i. Fuel stations in Lira City should offer lower price rates during the low season in order to encourage sales
ii. Fuel stations in Lira City should use various sales strategies to market and promote their fuel products.
iii. Fuel stations in Lira City should consistently provide high service levels to keep loyal customers. Also, the fuel stations need to do more to ensure that their service levels are of an excellent high standard. Monthly customer satisfaction surveys should be conducted.
iv. The sales persons should get periodic training on how to sell, deal and approach potential clients. By its very nature, the business environment is dynamic and as a result of this there are new developments.

v. Fuel stations in Lira City should conduct market research to know the existing trend of competitors and to assess current customers' needs and wants so as to serve customers accordingly.

vi. Fuel stations in Lira City should employ sales persons who have enough knowledge of marketing & sales and with salesmanship or marketing educational background so as to ensure sustainable competitive advantage.

vii. Fuel stations in Lira City needs to keep in constant contact with the loyal customers as well as gain new ones and from this point of view, increase their online presence in the social media.

5.4 Future research direction

Areas deserving attention include;

i. Future researchers can further explore the effect of social media on the Sales performance.

ii. Also, further research is needed to research whether the results hold for other fuel stations in other districts and regions. Other fuel stations might have similarities and therefore this research could also be applied in these fuel stations.

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APPENDIX A: QUESTIONAIRE

Dear sir/madam;

I am **Deogratius Okabo** a student of Institute of Petroleum Studies, Kampala. I am conducting a research on the ***"An Examination of the Impact of COVID-19 measures on Sales performance of Fuel Stations in Lira City***". Participation in this survey is voluntary and no individual data will be reported. If you are unsure or do not know the answer, leave the answer blank. Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose. Your cooperation will be highly appreciated in this regard.

SECTION A.

Please read and answer questions by putting a tick against a correct alternative or write an appropriate answer

(1) Gender:

a) Male:	b) Female:

(2) Age group

a) 21-25:	b) 26-30:	c) 31- 40	d) above 40:

(3) Level of education:

a) UCE	b) UACE	c) Diploma:
d) Post-Graduate diploma	e) Bachelor's degree:	f) Master's degree:

4) Marital status

a) Married:	b) Single:	c) separated:

5) The job designation of the respondents……..

6) I have worked for this organization for?

1-5 Years	6-10 Years	11-15 Years	16 Years

SECTION B

This section is designed to help you describe your opinion on COVID-19 measures as you perceive it. Please answer items below by circling that best reflects your perception. Judge how frequently each statement fits you. Use the following rating scale

.

1 Not at all	**2** Once in a while	**3** Sometimes	**4** Fairly Often	**5** Frequently, if not always

COVID-19 measures	**1**	**2**	**3**	**4**	**5**
Banning public gatherings					
Close all the educational Institutions					
All public passenger transport vehicles are stopped i.e., taxis, coasters, buses, passenger trains, tuk-tuks and boda-bodas for 14 days					
Except for cargo planes, lorries, pick-ups, tuk-tuk, boda-boda and bicycle, within Uganda and between Uganda and the outside, must continue but only with minimum numbers.					
Private vehicles should continue but with only 3 people maximum per vehicle					
Banned the movement of all privately owned passenger vehicles					
Night curfew					
Boda-Bodas should stop at 2:00pm					

SECTION C

The relationship between COVID measures and fuel sales performance in Lira Municipality

Please answer items below by circling a number that best reflects your perception. Judge how frequently each statement fits you. Use the following rating scale

1 Not at all	**2** Once in a while	**3** Sometimes	**4** Fairly Often	**5** Frequently, if not always

	Level of sales performance at Your Petrol Station	**1**	**2**	**3**	**4**	**5**
	The level of sales at our petrol station has been increasing					
	The level of sales at our petrol station is declining.					
	Sales volume at our petrol station has been declining since March 2020					
	The level of sales at our station has increased when the COVID-19 restrictions were loosened					

THANK YOU FOR YOUR TIME

APPENDIX B: SAMPLE DETERMINATION TABLE

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970