TEAM BUILDING AND EMPLOYEE PRODUCTIVITY: A CASE OF AIRTEL TELECOM COMPANY IN UGANDA

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DECLARATION

I AMPEIRE RACHEAL declare that to the best of my knowledge, this dissertation is my original piece of work and has never been published or submitted for any award in any University or institution of higher learning.

Signed ....ARAP............   Date 24/05/2021........

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APPROVAL

This dissertation has been submitted for examination with our approval as University supervisors.

Sign ....   Date ...20/5/2021

DR REGIS ZOMBEIRE

19th May, 2021

Sign ....   Date ....
DR HANNAH MUZEE

DEDICATION

To my Mum and Dad Mr. and Mrs. Twinomujuni Benon Chally and my siblings Thomas, Joshua, Simon, Samuel, Miriam, Benjamin, Newton and Rita.

To my mentors, Dr. Regis Zombeire, Dr. Hannah Muzee

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

CVI	Content validity Index
I T	Information Technology
QoS	Quality of Service
SPSS	Statistical Package for the Social Sciences
UCC	Uganda Communications Commission

ABSTRACT

This study investigated the effect of Team Building on Employee Productivity considering a case of Airtel Telecom Company in Uganda. The study was guided by the following specific objectives; to assess the effect of team goals on employee productivity at Airtel Telecom Company in Uganda; to analyze the effect of interpersonal relation on employee productivity at Airtel Telecom Company in Uganda and to assess the effect of Role clarification on employee productivity at Airtel Telecom Company in Uganda. This study used a case study research design and quantitative research approach. The study population consisted of 62 staff and the sample size of the study was 54 staff who were selected using simple random sampling. Quantitative data was collected using self-administered questionnaires. Content validity and cronbach's alpha coefficient were used to ensure validity and reliability of the instrument. Data was analyzed using Statistical Package for Social Scientist. Descriptive statistics, frequencies and bivariate regression analysis were used to analyze data. This study found out that; an increase in the level of team goals leads to an increase in employee productivity and a decrease in the level of team goals leads to a decrease in employee productivity; that an increase in the level of interpersonal relation leads to an increase in employee productivity and a decrease in the level of interpersonal relation leads to a decrease in employee productivity; that an increase in the level of role clarification leads to an increase in employee productivity and a decrease in the level of role clarification leads to a decrease in employee productivity. The study concluded that team goals has a positive significant effect on employee productivity. The study also concluded that interpersonal relation has a positive significant effect on employee productivity and that role clarification has a positive significant effect on employee productivity. This study recommends that Airtel Uganda should invest more in interpersonal relation, followed by role clarification and lastly team goals in order to increase the productivity of their employees.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This study investigated the effect of Team Building on Employee Productivity considering a case of Airtel Telecom Company in Uganda. The dependent variable of the study was employee productivity which was studied in terms of level of commitment, timeliness, number of hours worked and quality of services while as the independent variable of the study was team building which was operationalized in to team goals, interpersonal relationship and role clarification.

This chapter presents the background of the study, the statement of the problem, the study objectives, the research questions, the research hypothesis, justification of the study, significance of the study, scope of the study, the conceptual framework of the study and the operational definition of key terms and concepts.

1.1 Background of the study

The background of the study is presented in four parts namely the historical background, theoretical background, conceptual background and the contextual background.

1.1.1 Historical background

Employee productivity measures the outputs of employees in any given business and it has been one of the most important objectives for several organizations. The strategies for optimizing employee productivity have evolved dramatically over the years. In 1926 Henry Ford popularized the 40-hour workweek after discovering that working an inordinate amount of hours only yielded a small increase in productivity and only for a short period (Adorney, 2015).

In 1972 after the utility era came the productivity era, when approaches were created to optimize how employees worked. Just like swimmers and sprinters try to shave seconds off their times, managers literally used stopwatches to time how long it would take employees to complete a task to shave off a few seconds here and there. All of this was designed to

improve employee productivity and output while emphasizing repeatable processes, such as the famous factory assembly line (Morgan, 2017).

In the 1970s and the 1980s, employee productivity solutions were becoming more digital. Microsoft, founded in 1975, was one of the first to offer them, with a suite of programs released in the late 1990s to help employees stay organized, and integrate their to-do lists with an increasingly online presence (Amanda, 2017).

In the early 2000s, with the advent of technology, massive employee productivity gains have been enabled (Omunakwe et al., 2018). Computers, spreadsheets, email and other advances have made it possible for an average employee to seemingly produce more in the day than was previously possible in a year. Arguably, it is important to affirm that if individuals are able to perform their work much better and faster, overall employee productivity is inevitable (Omunakwe et al., 2018).

The emergence of the team building idea can be traced back to the late 1920s and early 1930s. (McDougall, 1920) is commonly credited as the first team builder and he introduced various conditions needed for a high functioning group.

However, in the 1920s, none of these concepts were well understood. Hawthrone studies conducted within 1927-1932 focused on group dynamics working under different conditions. (Mayo, 1933) being the main scholar in the Hawthorne study conducted in Chicago determined that the most significant results of the research was building a sense of group identity, support and cohesion. The study was the first in the field of team building and shows that America was years ahead of the United Kingdom with the concept of developing teams through team exercises which could lead to increased productivity (Dyer, 1978).

(Mayo, 1933) pointed out certain critical conditions which were identified for developing an effective work team. It was discovered that a worker's performance is affected by internal and external social demands and informal groups within the work plant influence the habits and attitudes of the workers. It was also found that workers rated aspects such as being recognized for their work, feeling secure and a sense of belonging as more important than physical conditions at work (Moyo, 1933).

During the 1970s, theory and methodologies were available for large-scale team building but the work culture tended to be supportive of rewarding individual behavior as means of team building. From the early 1980s until 1990, the United States began to rethink business and viewed teams differently given the economics with inflation rising and significant international debt. Team-based reward systems were implemented (TBAE, 2020).

Adair (1986) states that team building was inspired by the remarkable pioneering efforts in America during the early 1900's before breaking into British companies. (Adair, 1986) saw the emergence of team building exercise strategies develop within Britain only in the last half of 1900's.

General culture, particularly in the work setting did not identify much with team work around 1960 through 1980s. In the late 1980s, there was a sudden emphasis in team work and team building events began to take off (King, 2014)

The years 1990 to the present are considered the era of high-performance team building with consulting firms developing methods and tools such as team building activities to help organizations with team performance (TBAE, 2020). (Lombardi, 2015) asserts that team building activities makes employees more motivated, allow people to utilize their talents to perform at their best and team members learn how to use each other's strengths to work toward a common goal which builds team members' confident and their abilities. These

talents will improve motivation and ultimately productivity when applied to daily tasks at work, school, or any other institution. Team building enhances employee's performance level and this increases productivity level in organizations which aids in achieving higher productivity (Lombardi, 2015).

1.1.2 Theoretical background
This study was underpinned by two theories namely; the Goal Setting Theory of Motivation and Role Theory.

In the 1960s, Edwin Locke put forward the goal-setting theory of motivation. The theory states that goal setting is essentially linked to task performance. Goal-setting theory of motivation also postulates that specific and challenging goals contribute to higher and better task performance (Lock, 1968). Goals indicate and give direction to an employee about what needs to be done and how much effort is required to be put in. Goal-setting theory is a technique used to raise incentives for employees to complete work quickly effectively. Goal setting leads to better performance (Lock, 1968). Thus, this theory was applicable in this study as it was perceived that goal setting leads to better productivity. However, the theory is limited in a way that at times, the organizational goals conflict with the personal (employee) goals which has a detrimental effect on the performance if it motivates incompatible action drift. This theory was relevant in this study in a way that team goals are set to indicate, direct and to motivate and provide incentive to employees in Airtel so as to contribute to higher and better task performance to increase their work productivity

Role theory is a perspective in sociology and in social psychology that considers most of everyday activity to be the acting out of socially defined categories. The theory became common around the 1920s and 1930s through the theoretical works of George Herbert Mead, Jacob Moreno, Talcott Parsons, and Ralph Linton (Hindin, 2007). The theory posits the following propositions: The division of labor in society takes the form of the interaction

4

among heterogeneous specialized positions; roles included "appropriate" and "permitted" forms of behavior, guided by norms, which are commonly known determine expectations; roles are occupied by individuals, who are called "actors"; when individuals approve of a role (i.e., they consider the role "legitimate" and "constructive"), they incur costs to conform to role norms, and also incur costs to punish those who violate role norms (Yang, 2012).The theory also postulates that role conflict may arise when there is a conflict in the demands of roles, when an individual does not agree with the assessment of others concerning his or her performance in his or her role, or from accepting roles that are beyond an individual's capacity (Gerald, 2011) Within the workforce, Role Theory is a perspective that considers everyday activity to be acting out socially defined categories. Organizational role is defined as "recurring actions of an individual, appropriately interrelated with the repetitive activities of others so as to yield a predictable outcome." (Katz & Kahn, 1978). Basing on the constructs of the theory, role clarification (defined task, defined responsibilities and role conflict) defines the repetitive activities of employees which determines expectation of a predictable outcome (productivity). Role theory was relevant in this study as it defines the recurring actions of employees at Airtel through defining employee tasks, employee responsibilities and in addition it also articulates how role conflicts, defined tasks and responsibilities affects employee productivity. The theory notes that employees with clearly defined tasks, responsibilities and less role conflict tend to be more productive than employees with unclear defined tasks, responsibilities. Thus, the relevancy of the theory in this study.

1.1.3 Conceptual background
Employee productivity; Measures the outputs of employees in any given business (Albright, 2020). According to (Smith, 1986), employee productivity reflects increased efficiency as well as effectiveness of business policies and processes. (Kojic, 2019) defines employee

productivity as the measure of an individual employee's output. (Harness, 2018) asserts that employee productivity is an assessment of an employee's or a group of employees' efficiencies. It is evaluated by looking at the total workforce or employee output in a given time. According to (Sauermann, 2016), productivity can be defined as the ratio between a measure of output and a measure of input. The productivity of workers could thus be measured as an output in terms of quantity and quality of sales or units produced, relative to an input, the number of hours worked or the cost of labor and level of commitment of employees. (Beaton et al., 2009) asserts that productivity in terms of cost or ability and difficulty has often been quantified by days absent from work (absenteeism), the difficulties experienced on the job, where the person is working but perhaps with some difficulty or inefficiency (presenteeism) (Beaton et al., 2009). For the purpose of this study, employee productivity was operationalized into quality of services, level of commitment, timeliness and numbers of hours worked basing on the studies of (Beaton et al., 2009 and Sauermann, 2016).

Team building: Is a collective term for various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks. Team building involves aligning around goals, building effective working relationships, reducing team members' role ambiguity and finding solutions to team problems (Ravio et al., 2010). Team building activities highlight the strengths and weaknesses of each team member, and that can be used to enhance the productivity of a team (Irshad, 2017). In this study, team building was operationalized as discussed below;

Team goals: Involves the development of an action plan designed to motivate and guide a group toward a goal (Grant, 2012). Team goals can be guided by goal-setting criteria (or rules) such as SMART criteria (Grant, 2012). Goals,' as defined by (Latham & Locke, 2002) are "the object or aim of an action, for example, to attain a specific standard of proficiency, usually within a specified time limit." They are the level of competence that we wish to

6

achieve and create a useful lens through which we assess our current performance (Latham and Locke, 2002). A goal is a clearly written description of a specific action to be completed by a set date. Goal setting is the process by which we achieve these goals (Locke & Latham, 2019). According to (Goldstein, 1994), goal setting has a profound effect on the people who use those, whether individual goals or work-related goals. "Goals provide a sense of direction and purpose" (Goldstein, 1994). Team goals involve setting common goals and action plans (CID technical report, 2016: Bridgeman, 2018). Thus, Team goals in this study was operationalized in terms of; common goals and action plans.

Interpersonal relation: Constitutes the day today interaction between coworkers or managers and employees. These relations are a natural part of work environment and are usually pleasant and creative, but sometime, the source of tension and frustration (De Dreu, et al, 2003). Interpersonal relationship is the social association, connection or affiliation between two or more people in an organization (Omunakwe et al., 2018). In this study, interpersonal relation was measured in terms of communication and social support.

Role clarification: Is the degree to which employees have a clear understanding of their tasks, responsibilities and processes at work. This clarity is not limited to their own role; it also includes their colleagues' roles (Pijnacker, 2019). Role clarification is designed to help team members and the Manager/Team Leader develop clarity about the roles and responsibilities on the team (Hassan, 2013). (Samie, Riahi and Tabibi, 2015) assert that role clarification is one of the important issues which should get clear for staff when they are employed. In other words, what responsibilities the employees will have should be clear for them at the outset. Basing on the definition of (Pijnacker, 2018), role clarification in this study was operationalized in terms of; defined tasks, defined responsibilities.

1.1.4 Contextual background

Airtel Uganda is a mobile communications and information technology service provider in Uganda. The company also offers mobile funds transfer and banking services known as Airtel Payments Bank. Airtel Uganda Limited is a subsidiary of Bharti Airtel Limited (Khisa, 2017). The company was founded in 1995 as Celtel Uganda, the first mobile telephone company in Uganda. In July 2007, Celtel Uganda changed its brand name to Zain Uganda. In 2010, Bharti Airtel acquired majority shareholding in the business and the name was changed to Airtel Uganda (Airtel Uganda, 2016). In 2013, Airtel Uganda acquired the assets and subscribers of Warid Telecom cementing its position as the number 2 mobile telephone network, behind market leader MTN Uganda (Kulabako, 2016). Airtel Uganda is the second-largest mobile network provider in the country (Telegeography, 2016) with an estimated 9.8 million subscribers in December 2016, representing a market-share of approximately 44.5 percent, given that there were 22 million cellphone users in Uganda at that time (Khisa, 2017). The business in Uganda operates under three registered entities; namely: (1) Airtel Towers Limited (2) Bharti Airtel Uganda B.V. and (3) Airtel Mobile Commerce (Adengo and Muhumuza, 2016). (Wanyama, 2014) notes that consumers of telecom services are furious over the awful services offered by Airtel telecom companies. The consumers allege that over the last decade most of them have witnessed pathetic services that have inconvenienced individuals and made business transactions difficult asserting that Airtel services do not indicate value for money. The customers also lament that many times making calls has become a nightmare due to the several dropped calls that cannot be re-imbursed (Wanyama, 2014). A Quality of Service (QoS) report released by the Uganda Communications Commission (UCC) reveals that Airtel topped customer complaints, blocked call rates and had the lowest successful call rate (Muhumuza, 2014). Customers thronging the few squeezed Airtel customer service centres are up in arms complaining about the poor customer service

in terms of billing problems, receiving unsolicited messages, erratic internet services and level of impunity exhibited by staff at these centres (Bukenya, 2019). All these indicates poor employee productivity within the company. If the situation continues to prevails, Airtel Uganda may lose its market shares among the users of telecom company services.

In addition, numerous studies have been carried out in relation to team building (in terms of team goals, interpersonal relation and role clarification) and employee productivity. Some of these studies in relation to team goals and employee productive include (Ainomugisha, 2020: Choon and Kim, 2016) among others. With regards to interpersonal relation and employee productivity include (Omunakwe and Nwinyokpugi, 2016: Tersoo, Celestine and Ishongi, 2018). In relation to role clarification and employee productivity include (Pijnacker, 2019: Dalal, 2018). However, these studies do not provide dynamic insights about the effect of team building in employee productivity at Airtel Telecom Company in Uganda. Therefore, in our study, evidence with regards to the effect of team building on employee productivity at Airtel Telecom Company in Uganda is missing. It was amidst this knowledge deficit that this study examined the effect of team building on employee productivity consider a case of Airtel Telecom Company in Uganda so as to fill the knowledge vacuum.

1.2 Problem statement

Team building such as goal setting, interpersonal relation and role clarity has been associated with enhancing employee productivity (Pijnacker, 2019: Asmu et al., 2015: Manta & Harges, 2013). In addition, employees take their work to be important when they are given special attentions and encouraged to participate resulting in exceptional performance (Tumuhimbise, 2017). Applying of team building as a human resource development system facilitates improvement in employee productivity which increases the quality and level of work

efficiency and effectiveness among employees in turn improving employee productivity in Airtel Uganda (Nampala, 2018).

Despite the efforts made by the organization to improve employee productivity levels, there still remains a challenge of low levels of employee productivity in Airtel. According to Airtel performance report (2018), the performance of employees in Airtel is still wanting as evidences in employee's failure to produce quality work, failure to write timely reports, lack of commitment, working for less than the required number of hours, late coming, failure to address customer concerns and failure to resolve customer complaints in time within different teams (Nampala, 2018). Thus, this has prompted the need to investigate the effect of team building on employee productivity at Airtel Uganda.

1.3 Objective of the study
1.3.1 General objective
To examine the effect of Team building on Employee productivity considering a case of airtel telecom company in Uganda

1.3.2 Specific objectives

I. To assess the effect of Team goals on employee productivity at Airtel Telecom Company in Uganda.

II. To analyze the effect of Interpersonal relation on employee productivity at Airtel Telecom Company in Uganda.

III. To assess the effect of Role clarification on employee productivity at Airtel Telecom Company in Uganda.

1.4 Research questions
I. What is the effect of team goals on employee productivity at Airtel Telecom Company in Uganda?

II. What effect does Interpersonal relation have on employee productivity at Airtel Telecom Company in Uganda?

III. What is the effect of Role clarification on employee productivity at Airtel Telecom Company in Uganda?

1.5 Research hypotheses

I.   There is no significant effect of team goals on employee productivity at Airtel Telecom Company in Uganda

II. There is no significant effect of interpersonal relation on employee productivity at Airtel Telecom Company in Uganda

III. There is no significant effect of role clarification on employee productivity at Airtel Telecom Company in Uganda

1.6 Justification of the study

Team-building interventions are evidently believed to lead to a substantive increase in team performance. (Shandler and Egan, 1996) claim that by applying principles of team building, "any group can transform itself into a high-performing team". Despite the popularity of the concept of team building, several reviewers (Buller, 1986; Woodman & Sherwood, 1980) have observed that there is no conclusive evidence that team building renders an increase in employee performance.(Beer, 1976) attempted to formalize the: notion of team building, some of the most fundamental questions about the effects of team building remain: Does team building enhance employee productivity? Why? Under what conditions. In spite of the unanswered fundamental questions, several studies of recent have been carried out within the concept of team building but none of the studies have been carried in Uganda and in relation to team building and employee productivity in telecom companies. Thus, there is need for this study to be carried so as to answer one of the fundamental questions raised by (Beer, 1967) and to provide conclusive evidence and to shade light on how team building affects employee productivity within the telecom companies in Uganda considering a case of Airtel

telecom company. In addition, several complaints have been sent to the UCC commission where members of the public were not satisfied with the services of Airtel (Farooq, 2019), and these persistent complaints from customers depicts poor employee productivity. Thus, this study sought to examine the effect of team building on employee productivity so as to identify gaps, challenges and provide recommendations to improve employee productivity at Airtel through the aspect of team building since no study has been conducted at Airtel with regards to improving employee productivity through team building.

1.7 Significance of the study

This study provides relevant information and recommendations to policy makers about the effects of team building on employee productive which may act as a reference point for policy makers to base on when making policies with regards to human resource development.

This study also adds to the available body of knowledge the effects of team building on employee productivity which may act as literature review point for other scholars.

This study also provides relevant information to the management of Airtel Uganda about the effects of team building on employee productivity and it also provides recommendations through which the management may improve on their employee productivity through promoting team building among within the organization.

1.8 Scope of the study

This section is presented in three perspectives namely the geographical scope, content scope and the time scope.

1.8.1 Geographical scope

This study was carried out at the main headquarters of Airtel Uganda. The headquarters of Airtel Uganda are located in Airtel Towers, on Clement Hill, in the Central Division of Kampala, the county's capital and largest city. The coordinates of the headquarters are 00°19'09.0"N, 32°35'43.0"E (Latitude:0.319167; Longitude:32.595279).

1.8.2 Content scope

This study covered the effects of team building on employee productivity considering a case of Airtel Uganda. The independent variable of the study was team building which was operationalized into team goal, interpersonal relation and role clarification while as the dependent variable of the study was employee productivity which was studied in terms of commitment, timeliness, number of hours worked and quality of services. This study was also limited to examining the effects of team goals on employee productivity at Airtel Telecom Company in Uganda, examining the effects of interpersonal relation on employee productivity and examining the effects of role clarification on employee productivity.

1.8.3 Time scope

This study was carried out for a period of 10 months from February 2020 to December of 2020. Within this period the researcher developed research proposal, research instruments, collected data, analyzed data and wrote a report. This study also considered literature within the period of 2017 to 2020, this the period within which many complaints about poor services offered by Airtel Uganda have been registered as the highest among the telecom companies in Uganda.

1.9 Conceptual framework

Conceptual framework illustrating the interplay between team building and employee

Productivity

Independent variable: Team building

Dependent variable: Employee productivity

Team Goals

- Action plan
- Common goals

Interpersonal relation

- Communication
- Social support

Role clarification

- Defined tasks
- Defined responsibilities

Employee productivity

- Commitment
- Timeliness
- Number of hours worked
- Quality of services
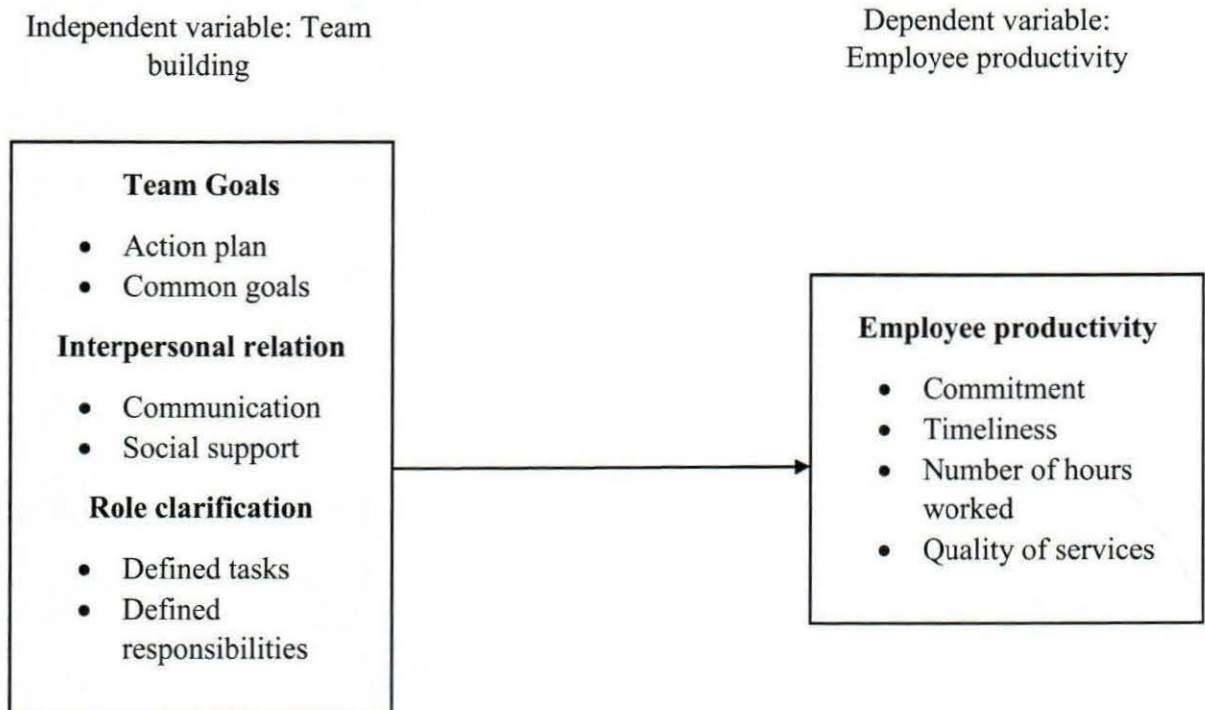
Source: Adopted from (Omunakwe et al., 2018: CID technical report, 2016: Bridgeman, 2018: Pijnacker, 2019; Beaton et al., 2009 and Sauermann, 2016)

Figure 1.1: Conceptual framework

The conceptual framework above is built basing on literature reviewed in empirical studies made by different scholars. Team building as the independent variable was operationalized into team goals, interpersonal relation and role clarification basing on earlier studies of (Omunakwe et al., 2018: Bridgeman, 2018: Pijnacker, 2019). The indicators of team goals were operationalized as common goal and action plan basing on the (CID technical report, 2016 and Bridgeman, 2018). Interpersonal relation was measured in terms of; communication and social support (Omunakwe et al., 2018). Role clarification was operationalized in terms of; defined tasks and defined responsibilities (Pijnacker, 2019). Lastly employee productivity was operationalized in terms of; commitment, timeliness, number of hours worked and

quality of services basing on the empirical study of (Beaton et al., 2009 and Sauermann, 2016).

1.10 Operational definition of key terms and concepts
Team building: referred to the various types of activities used to enhance social relations and defined roles within teams, often involving collaborative tasks. In this study, team building was operationalized into team goals, interpersonal relation and role clarification.

Team Goals: Team goals are the objectives or milestones that a team commits to working toward together. Team goals was operationalized into common goals and action plans towards achieving team goals.

Interpersonal relation: referred to the day today interaction between coworkers or managers and employees. Interpersonal relation was operationalized into communication and social support.

Role clarification: referred to the degree to which employees have a clear understanding of their tasks, responsibilities and processes at work. Role clarification was studied in terms of defined tasks and defined responsibilities.

Employee productivity: referred to an assessment of an employee's or a group of employees' outputs. In this study, employee productivity was studied in terms of commitment, timeliness, number of hours worked and quality of services.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presents literature documented by other scholars with regards to the specific objectives of the study. It also presents the theoretical review, conceptual review and lastly a summary of the literature reviewed with regards to the specific objectives. The sources of the literature include journal articles, published research work and documents from websites. This chapter also highlights the research gap that this study sought to fill.

2.1 Theoretical review

This study was underpinned by two theories namely; the Goal Setting Theory of Motivation and Role Theory.

2.1.1 Goal setting theory of motivation

Goal-setting theory of motivation was developed by Edwin Locke (Locke & Latham, 1990). Goal-setting theory of motivation states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. According to goal-setting theory of motivation, goals affect performance through four causal mechanisms (Latham, 2004). First, goals serve a directive function. They direct an employee's attention and effort towards goal-relevant activities and away from goal-irrelevant ones. Second, goals have an energizing function. As such, high goals lead to greater effort than low goals. Third, goals also affect persistence. When participants are allowed to control the time they spend on a task, hard goals prolong effort. Finally, goals affect action indirectly by leading to the arousal, discovery and/or use of task relevant knowledge and strategies, which increases the odds for success (Locke and Latham, 2002).

In relation to the theory of "goal setting", higher level of commitment, more numbers of hours worked, timeliness and quality of services can be assumed as enhanced level of

16

employee performance that would lead to higher employee productivity. This assumption is supported by (Terpstra and Rozell, 1994) who noted that the reviews on research, both qualitative and quantitative have confirmed that "goal setting theory applications increase employees' levels of effort and productivity" while (Katzell and Guzzo, 1993) cited in (Choon and Kim 2016) reviewed goal setting experiments and found that it led to "improved productivity in 95% of these experiments". Thus, this theory was applicable in this study as it was perceived that goal setting leads to better productivity.

2.1.2 Role theory
The originators of role theory are Ralph Linton in sociology and George Herbert Mead in social psychology (Hindin, 2007). According to role theory, roles are generated by normative expectations and are related to identifiable social positions in organizational contexts (Biddle, 1986). Role theory argues that individuals' behavior is based on "how their roles evolve and are defined" (Matta et al., 2015). However, when duties and role requirements are not defined clearly enough to guide the role-holder's behavior, he or she may slump into a state termed "role ambiguity" (Biddle, 1986). Role theory suggests that role ambiguity will increase an individual's dissatisfaction with his or her role, hesitation over decisions, anxiety and confusion, resulting in ineffective performance which leads to low productivity (Kahn et al., 1964). Within the workforce, Role Theory is a perspective that considers everyday activity to be acting out socially defined categories. Organizational role is defined as "recurring actions of an individual, appropriately interrelated with the repetitive activities of others so as to yield a predictable outcome." (Katz & Kahn, 1978). (Katz & Kahn, 1966) asserts that for an organisation to function productively, the array of roles must be effectively communicated through clearly defined tasks and responsibilities, fully understood, and accepted by its employees. Therefore, role clarification (defined task, defined responsibilities and role

conflict) defines the repetitive activities of employees which determines employee productivity.

2.2 Conceptual review
This section presents literature by other scholars related to the constructs of the study which are; team goals, interpersonal relationship, role clarification and employee productivity as discussed below;

2.2.1 Team goals
Team goals are the objectives or milestones that a team commits to working toward together and team goals often measure points in a process or develop skills across an organization (Indeed career guide, 2019). In addition, team goals involve setting common goals and action plans (CID technical report, 2016: Bridgeman, 2018). (Hartzell, 2015) opines that goals can be big or small and are statements that detail what an organization is trying to accomplish. Clearly defined goals provide a sense of purpose within the team and communicate to members how their work will contribute to the overall organization and its goals. A team without clearly defined goals will make little progress and often fail to complete a project as it was originally intended (Hartzell, 2015). Team goals are also key for keeping everyone aligned and working towards the same aims, whilst allowing people to have autonomy over their work. Team goal concerns the outcome that is aimed for by a team and clear team goals strengthen teams so that team members can obtain better results as a consequence (van der Hoek, Groeneveld and Kuipers, 2018). In addition, (van der Hoek et al., 2018) posit that when team members can deliberate and make decisions about how to do their work as a team, commitment to the team goals may rise, stimulating effort and persistence to strive for good results. Basing on the study of (Schöttle and Tillmann, 2018), team goals consist of four types of goals (1) group goals, (2) group goals for members, (3) members goals for self, and (4) members goals for group, and that those individual and group goals are in a circular relation to each other. Team goals help the group to stay focused, increase team cohesion and team

18

effectiveness (Schöttle and Tillmann, 2018). In this study, team goals was conceptualized as action plans and common goals based on empirical studies of (CID technical report, 2016: Bridgeman, 2018).

2.2.2 Interpersonal relationship

(Chaudhary, 2019) defines interpersonal relationship as a strong association among individuals working together in the same organization and posits that employees working together ought to share a special bond for them to deliver their level best. According to (Billikopf, 2006) interpersonal relations at work serve a critical role in the development and maintenance of trust and positive feelings in an organization. Although the quality of interpersonal relationships alone is not enough to produce worker productivity, it can significantly contribute to it (Billikopf, 2006). An effective supervisor needs to abstain from showing favoritism; make difficult, sometimes unpopular, decisions; show concern for subordinates without appearing to pry; and avoid misusing supervisorial power. In fulfilling responsibilities, supervisors need to strike the right note in their interpersonal relations with workers and supervisors must be approachable and friendly, yet fair and firm (Billikopf, 2006). (Satyendra, 2014) opines that interpersonal relationship is an association between two or more people that may range from fleeting to enduring. This association may be based on inference, affection, solidarity, regular interactions, or some other type of social commitment. (Reich and Hershcovis, 2011) define an "interpersonal relationship" as an individual's subjective experience of repeated interaction or connection with another individual. Similarly, interpersonal relationship is the social association, connection or affiliation between two or more people in an organization (Omunakwe et al., 2018). In a study conducted by (Obakpolo, 2015) on improving interpersonal relationship in workplaces in Delta State, the researcher opined that the following constitute the dimensions of workplace interpersonal relationship: employee personality, employee trust level, team building effort

and employee compatibility. Furthermore, (Isaac and Roger, 2016) in their study entitled: The role of individual interpersonal relationships on work performance in the South African retail sector adopted the following as dimensions of interpersonal relationships: communication, equal treatment of employee, team work, training and employee respect for one another. In addition, (James and Nickson, 2013) conducted a study on influence of employee relations on organizational performance of private universities in Kenya and used the following as dimensions or factors influencing interpersonal relationship: climate of openness, team building efforts and the initiation of social activities among employees. More so, (Omunakwe et al., 2018) operationalized interpersonal relationship into employee communication, team building, social supports and relational justice. In this study, the dimensions of interpersonal relationship were communication and social support.

Workplace social support refers to the availability or actual receipt of assistance provided to an employee by one or more individuals. Support may be provided by individuals within the organization for example, supervisors, subordinates, coworkers, or even customers—or by individuals outside the organization, such as family or friends (Viswesvaran, Sanchez & Fisher, 1999). (Bowling, Beehr, and Swader, 2005) opined social support into structural support and functional support. Structural support refers to the size of an individual's social network, whereas functional support refers to whether the individuals in a person's social network actually provide helpful behaviors. Functional support can be further divided into instrumental support (i.e., tangible support) and emotional support. Instrumental social support involves the receipt of concrete assistance from others. An office employee who helps an overworked coworker clean her office, for example, is providing instrumental social support. Emotional social support, on the other hand, involves showing sympathy and concern for others. Whereas instrumental support usually involves doing, emotional support often involves listening and talking (Bowling, Beehr, & Swader, 2005).

2.2.3 Role clarification

Role clarification is designed to help team members and the manager/team leader develop clarity about the roles and responsibilities on the team (Crowe Associates Ltd, 2020). According to (Yukl, 2010), role clarification is a task-oriented leader behavior that is targeted toward providing cognitive structures to subordinates about how they can attain their job goals. (Yukl, 2010) adds that the main purpose of role clarification is to guide and coordinate subordinate work activities and make sure subordinates know what they need to do, it also includes setting task objectives in workgroups. In addition, role clarification process is associated with assisting individual team members in understanding their individual differences, enhancing their working relationships and increasing their cooperation and effectiveness in working with one another. (Wijnands, 2014) posits that an employee experiences role clarity when they know what they need to do and what is expected of them, the content of their tasks, work methods, and priorities are all clear, and the employee is aware of their role within the organization. On the other end, (Wijnands, 2014) posits that role ambiguity occurs when the content, priorities and work methods are unclear. Similarly, role clarification is the degree to which employees have a clear understanding of their tasks, responsibilities and processes at work. This clarity is not limited to their own role; it also includes their colleagues' roles (Pijnacker, 2019). In this study, the dimensions of role clarifications were defined tasks and defined responsibilities.

2.2.4 Employee productivity

Employee productivity measures the outputs of employees in any given business. This can be done quantitatively, by tracking costs and time to compare that against the results (Albright, 2020). According to (Rouse, 2020), employee productivity is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an

employee in a specific period of time. Typically, the productivity of a given worker can be assessed relative to an average for employees doing similar work (Rouse, 2020). (Harness, 2018) defines employee productivity as an assessment of an employee's or a group of employees' efficiency. It is evaluated by looking at the total workforce or employee output in a given time. According to (Sauermann, 2016), productivity can be defined as the ratio between a measure of output and a measure of input. The productivity of workers could thus be measured as an output in terms of quantity and quality of sales or units produced, relative to an input, the number of hours worked or the cost of labor and level of commitment of employees. (Beaton et al.,2009) asserts that productivity in terms of cost or ability and difficulty has often been quantified by days absent from work (absenteeism), the difficulties experienced on the job, where the person is working but perhaps with some difficulty or inefficiency (presenteeism) (Beaton et al., 2009). (Demers, 2020) opines that employee productivity can be measured by evaluating how employees are spending their raw hours, evaluating productivity in terms of actual results, defining efficiency as the amount of value created or the number of tasks completed in a certain amount of time or an employee's ability to achieve something for the least amount of invested time or effort. (Sheahan, 2018) defines employee productivity as measurement or calculation between inputs and outputs. Inputs include raw materials, machinery and labor; outputs are the goods or services produced. With regards to this study, the perceived dimensions of employee productivity were quality of services, level of commitment, timeliness and numbers of hours worked basing on the studies of (Beaton et al., 2009 and Sauermann, 2016).

2.2.4.1 Commitment

Commitment to work or work commitment is defined as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace. It is the feeling of responsibility that a person has towards the goals, mission, and vision of the organization he/she is associated

22

with. High level of employee work commitment in organizations results in superior business performance, which in turn results in increased productivity. According to (Wainwright, 2019), commitment is the bond employees experience with their organisation. Employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support (Wainwright, 2019). Similarly, commitment has been defined by several scholars in different context such as; (Meyer and Herscovitch, 2001) \connection to a goal: being bound to a goal or the determination in respect of a goal, regardless of the origin of the goal. Believing in a goal and wanting to achieve it also reflects a certain degree of commitment (Lock et al., 1988), (2) connection to an organisation: a psychological state that binds an individual to the organization and as a result, employees are more loyal to an organisation and less likely to leave it (Allen and Meyer, 1990), (3) Connection to a job: the probability that someone continues to work in that job and feels psychologically bound to it regardless of whether it is fulfilling or not (Rusbult and Farrell, 1983), (4) someone's attitude towards their work (Blau, 1985).

2.2.4.2 Timeliness
The time management method determines employee productivity by recording how they use their work time. Accurate measurement will reveal how much time is spent on accomplishing work duties in a timely way, as well as how much time is lost to illness or excessive time off, non-work-related conversations, and distractions such as texting and social media. Some service businesses measure productivity by counting the number of tasks performed or the number of customers served in a day or an hour (Universal Class, 2020).

(Shepherd, 2017) opined timeliness as timely completion of work assigned. The researcher adds that timeliness does not merely mean being on time to work. It includes completing

tasks efficiently and correctly. Employees show great dedication to their work by going above and beyond the call of duty to ensure deadlines are met. Employees who consistently deliver their work late or are chronically absent may be showing signs of disregard for their work which impedes productivity (Shepherd, 2017).

2.2.4.3 Hours worked

Hours worked is defined as the total number of hours actually worked. Actual hours worked include regular work hours of full-time, part-time, paid and unpaid overtime, hours worked in additional jobs, and exclude time not worked because of public holidays, annual paid leave, own illness, injury and temporary disability, maternity leave, parental leave, schooling or training, slack work for technical or economic reasons, strike or labour dispute, bad weather, compensation leave and other reasons (OECD, 2020). Similarly, hours worked means the time during which an employee is subject to the control of an employer, and includes all the time the employee is suffered or permitted to work, whether or not required to do so (Law insider, 2020).

2.2.4.4 Quality of services

Service quality depends on how the customer experiences the service. (Stejerean, 2016) asserts that the quality of the service is based on a subjective evaluation from the point of view of the customer. (Stejerean, 2016) adds that to ensure service quality, there are two important aspects to consider: the customer's expectations and the customer's perception of the performance. These expectations and the resulting perception of performance can be analyzed along five dimensions: responsiveness, assurance, tangibles, empathy and reliability where; (1) responsiveness refers to how promptly the service provider is able to respond to the needs of the customer; (2) assurance is the level of confidence the customer has that the service will be performed adequately; (3) tangibles refers to the physical aspects involved in the rendering of services; (4) empathy is the service provider's sense of caring and understanding of the customer and their needs; (5) Reliability is the ability of the service

provider to consistently provide services dependably and accurately compared to what was promised (Stejerean, 2016).

(Cronin and Taylor, 1992) argued that service quality is a consumers' attitude and the performance (perceived service) of the service is the only measurement for service quality. They believe service quality is an antecedent of consumers' satisfaction. (Cronin and Taylor, 1992) measured performance (perceived service) with the same dimensions as reliability, responsiveness, assurance, tangibles, and empathy for service quality measurement instead of "expectation-perception" difference.

2.3 Empirical literature

This section presents literature from empirical studies carried out by different scholars. It is structured according to the specific objectives of the study. It also highlights the knowledge gaps that this study sought to fill.

2.3.1 Team goals and employee productivity

A study carried out by (Choon and Kim, 2016) in Singapore to determine the impact of Team goals on employee productivity utilized a qualitative research approach. There was unanimous concurrence amongst the research interview participants that Team goals has an impact on employee productivity and ultimately improves organization effectiveness. This study utilized only a qualitative research approach while as the proposed study intends to use a mixed method research approach. In addition, this study was not carried out in Uganda as proposed and the study did not examine the effect of team goals on employee productivity.

Similarly, (Asmu et al., 2015) carried out a study to determine the impact of Team goals on worker performance in an industrial production process where the researchers used an experimental research design. The participants' performance was measured by checking for quantity and quality of the assembled products and furthermore by recording the consumed compressed air per finished good the study findings revealed that even without financial

incentives, team goals improved worker performance by 12 to 15% compared to the situation where no goals were defined. This study utilized an experimental research design which is not the same case with the propose study as it intends to use a cross sectional research design. In addition, this study examined worker's performance in terms of quantity and quality of goods produced which is not the same case with the proposed study as it intends to examine the effects of team goals on employee productivity where employee productivity is operationalized into timeliness, level of commitment, number of hours worked and quality of services.

(Ainomugisha, 2020) asserts that failing at the task of effectively setting team goals which link to wider organizational aims is detrimental to the productivity of employees. Apart from helping the company achieve its objectives, setting team goals with employees can boost employee productivity by ensuring that every member of the team understands their role in the overall strategy which can also save time and improve efficiency. However, at Airtel Uganda, it has not yet been confirmed whether team goals boost employee productivity, thus the need to conduct the proposed study as it seeks to examine the effect of team goals on employee productivity.

(Misra and Srivastava, 2008) in their study concluded that an effective team can better achieve a goal by pooling, capitalizing and utilizing experience and expertise, and resources. A well-set goal will facilitate teams to focus their efforts in a specified direction to achieve the expected outcomes. The researchers also acknowledged that a goal setting process help teams to achieve desired performance. However, in our study context, no study has shown whether well set team goals facilitate teams to focus their efforts in a specified direction to achieve employee productivity as the study of (Misra and Srivastava, 2008) was not conducted at Airtel Uganda.

(Arraya, 2015) opines that setting clear goals must be followed by a commitment to do the work necessary to achieve those goals and a challenging goal assigned by a manager or coach is only effective if the team members accept it as their own. However, at Airtel Uganda, it is not known whether clear team goals are followed by employee commitment. Thus, the need for the proposed study to be conducted.

2.3.2 Interpersonal relation and employee productivity

(Omunakwe and Nwinyokpugi, 2016) carried out a study to examine the relationship between Workplace Interpersonal Relationship and Organizational Productivity in Deposit Money Banks in Port -Harcourt. The study population comprised four hundred and sixty staff and the sample size for the study was two hundred and ten employees of the bank which was determined using the (Krejice and Morgan, 1970) sample determination table. Pearson Product Moment Correlation and the multiple linear regressions were used to ascertain the dimension of Workplace Interpersonal Relationship with the most predictive influence on organizational productivity. The result of the analysis revealed that Workplace Interpersonal Relationship significantly influenced organizational productivity in deposit money banks in Port –Harcourt. The study therefore concluded that Workplace Interpersonal Relationship significantly influence Organizational Productivity. This study was not carried in a telecom company as the proposed study and the study examined the effect of interpersonal relation on organization productivity rather than employee productivity.

Similarly, (Khadijatu, Asombo and Saanyol, 2018) investigated the role of interpersonal relationship on job performance among employees of Gboko Local Government Area of Benue State, Nigeria. The study employed a cross sectional survey method where 138 employees were drawn from Gboko Local Government Area through purposive sampling method. Data was analyzed using Pearson's correlation technique and independent t-test. Findings from the hypotheses tested, indicated that there was a significant relationship

between interpersonal relationship and job performance among employees of Gboko Local Government Area. Contrary, the findings also indicated that there is a significant negative relationship. This study did not examine the effect of interpersonal relationship on employee productivity as the proposed of the study.

Previous studies conducted in interpersonal relationship have indicated that workplace relationships directly affect a worker's ability to work and productivity which also impacts on customer satisfaction (Manta & Harges, 2013). At Airtel Uganda, it has not been confirmed whether interpersonal relationship directly affect worker's ability and productivity. Thus, the need for the proposed study to be carried out so as to examine the effect of interpersonal relationship on employee productivity at Airtel Uganda.

(Zagenezky et al., 2010) carried out a study in Nigeria to assess the influence of workplace interpersonal relationship. The researchers demonstrated that friendships at work can improve individual employee attitudes to work, job commitment and ultimately impact on the level of productivity. (Zagenezyk et al., 2010) also indicated that when employees positively interrelate in an organization, it fosters love and team work, increases level of cooperation, employee morale and motivation, job satisfaction and engagement and overall level of productivity. However, this study was not carried out in Uganda in the context of Airtel Uganda.

Communication plays a pivotal role in all types of relationships whether it is personal or professional. A healthy employee relationship ensures a positive environment at work and also helps the employees to achieve their targets at a much faster rate. (Jame & Nickson, 2013). Employees who have open lines of communication with managers are more likely to build effective work relationships with those managers, increase their relational identification, enhance their performance and contribute to organizational productivity (Tsai,

Chuang & Hsieh, 2009). At Airtel Uganda, no study shown whether communication such as open line communication between managers and employees contribute to employee productivity. Thus, the need for the proposed study to be carried out.

Similarly, (Tersoo, Celestine and Ishongi, 2018) carried out a study in Nigeria to investigate the effect of interpersonal relations practices on productivity in Nigeria Social Insurance Trust Fund. The study findings revealed that there is a major relationship between interpersonal relations and achievement of Nigeria Social Insurance Trust Fund (NSITF), Abuja, and there is a significant relationship between interpersonal relations and workers performance in Nigeria Social Insurance Trust Fund (NSITF), Abuja. The researchers recommended that management staff and other senior staff in the organization should create a conducive atmosphere to facilitate good human relations and subsequently teamwork for greater or higher employee productivity. However, this study was not carried out in Uganda. Thus, the need for the proposed study to be conducted.

2.3.3 Role clarification and employee productivity
(Pijnacker, 2019) asserts that role clarity is an essential precursor of productivity, and a lack thereof can cause stress and confusion. To reduce these feelings and improve both personal effectiveness and the organization's overall performance, role clarity is crucial. Employees who experience role clarity are 53% more efficient and 27% more effective at work than employees who have role ambiguity. The research findings of (Pijnacker, 2019) also shows that overall work performance increases by 25%. Employees with high role clarity report 83% of productivity. However, this study was not carried in Uganda and in the context of telecom companies as the proposed study.

A study carried out by (Hassan, 2013) examined how greater role clarification may be associated with increased work satisfaction and decreased turnover rates in workgroups. These linkages were examined with the use of multivariate analysis of variance and

hierarchical regression analysis of data collected during two time periods from multiple sources: personnel records and an organizational survey of 1,699 employees working in 45 geographically distributed offices in a state government agency. Results indicated that offices with a high level of role clarification had significantly higher levels of work satisfaction and lower rates of turnover. Additionally, the effects of role clarification on work satisfaction and turnover behavior were mediated by overall role clarity perceived in these offices. This study did not examine the effects of role clarification on employee productivity as the proposed study.

(Dalal, 2018) asserts that one challenge that often comes up for people managers in leadership development interactions is role ambiguity or confusion with respect to the scope of their responsibilities in their jobs. Without clear role descriptions employees end up wasting their energies understanding their roles within their teams rather than focusing on their productive tasks. They often get involved in unnecessary politics and turf wars (Dalal, 2018). However, no study has shown that without clear role descriptions employees' end up wasting their time instead of focusing on productivity at Airtel Uganda. Thus, the proposed study seeks to examine the effect of role clarification on employee productivity at Airtel Uganda.

(Mukherjee and Malhotra, 2006) examined the effects of role clarity and its antecedents and consequences on employee-perceived service quality. Key antecedents of role clarity considered here were feedback, autonomy, participation, supervisory consideration, and team support; while key consequences were organizational commitment, job satisfaction and service quality. The study findings revealed that role clarity plays a critical role in explaining employee perceptions of service quality. This study did not show whether role clarification in terms of defined tasks and responsibilities plays a role on the quality of services produced by

employees as the proposed study seeks to examine the effect of role clarification in terms of defined tasks and duties on employee productivity.

In a survey carried out by The Economic Times in 2017, the study revealed a very crucial insight, with 70% of the employees surveyed claiming they feel less productivity in their current job. Unclear employer expectations was the key factor that hampered employees' productivity at workplace, say 40% of the surveyed professionals. This problem was further intensified by 35% of them who also said they don't have clear job responsibilities. However, this study was not carried out in Uganda and the study did not show whether lack of clear job responsibilities affects employee productivity at Airtel Uganda.

2.4 Knowledge gap

From the empirical literature reviewed above, many scholars have examined the effects of team goals, role clarification and interpersonal relationship on workers performance, employee performance and employee efficiency. However, limited studies have been carried out to examine the effect of team build in terms of team goals, role clarification and interpersonal relationship on employee productivity in Uganda and within the telecom industry sector. Thus, there was a research vacuum that this study sought to fill through examining the effect of team building in terms of team goals, role clarification and interpersonal relations on employee productivity considering a case of Airtel Telecom Company in Uganda.

CHAPTER THREE: METHODOLOGY

3.0. Introduction

This chapter presents the study design, study population, sampling design and selection, data collection methods and instruments, reliability and validity of instruments, measurement of variables, data collection procedure, data analysis and ethical consideration of the study.

3.1. Research design

This study used a case study research design. A case study design enables a researcher to collect in depth data about a phenomenon (Sekaran, 2003). This study utilized quantitative research approach. The quantitative approach enabled easy analysis through the use of frequency tables and regression analysis.

3.2. Study population

The study population consisted of 62 staff who were stationed at Airtel headquarters consisting of 2 staff from the human resource department and 60 operational line workers.

3.3 Sample size determination

The researcher considered the sample size determination method by (Yamane, 1967) since the study population (N) was known and the Margin of Error (MoE) which is denoted as "e" is known.

The appropriate sample size (n) was given by,

$$n = \frac{N}{(1 + Ne^2)}$$

Where

n is the required sample size

N is the study population size or accessible population size

e is the margin of Error which is 0.05 if the study is conducted at 95% level of significance.

Table 3.1: Sample size and sampling technique

Category	Target population	Sample size	Sampling technique
Human resource department	2	2	Simple Random Sampling
Operational line workers	60	52	Simple Random Sampling
Total	**62**	**54**	

Source: Airtel Human resource manager, (May, 2020)

The sample size of the study was 54 staff stationed at Airtel headquarters consisting of 2 staff from the human resource department and 52 operational line workers.

3.4 Sampling procedure

This study utilized probability sampling method

3.4.1 Probability sampling

This study used simple random sampling. Simple random sampling can be employed in a predicament where every person has the same opportunity of being chosen to take part in the study (Mugenda & Mugenda, 1999). The researcher therefore used simple random sampling for selecting participants from the human resource department and operational line workers population category. Random numbers were assigned and written, folded up, mixed thoroughly and then picked one at a time until the required number was accessed. In this case every name had the same opportunity of being picked.

3.5 Data collection Methods

This study used questionnaire survey method to collect data.

3.5.1 Questionnaire survey method

The researcher used a structured questionnaire in this study which contained closed-ended questions to enable the collection of quantitative data. Primary data was collected using questionnaires with self-administered questions simply because all respondents could read and write, self-administered questions saved both the time of the researcher and the

33

respondent. A questionnaire also enables collection of vast amounts of data in short time and less expensively (Amin, 2005).

3.6 Data collection instruments

This study utilized self-administered questionnaires as the data collection instruments.

3.6.1 Self-administered questionnaire

The study used self-administered questionnaires which were distributed to respondents. The rationale for choosing this tool was that it is easy to analyze (Mugenda & Mugenda, 1999). The questionnaire used a 5-point Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree), in order to provide reliable responses. Self-administered questionnaires were used because the respondents could read and write.

3.7 Quality Control Methods

3.7.1 Validity

The validity of the instruments was tested using the Content Validity Index (CVI) using expert judgment, taking only variables scoring above 0.7 accepted for research (Amin, 2005). The Content Validity Index was measured using the formula

CVI = Number of items declared valid
         Total number of items

$$CVI = \frac{28}{31}$$

$$CVI = 0.9$$

The CVI of the instrument was 0.9, thus the instrument was considered valid basing on Amin (2005) recommendation.

3.7.2 Reliability

The internal reliability or consistence of the instrument was measured using the cronbach's alpha coefficient taking only variables with an alpha coefficient value more than 0.7,

accepted for research (Amin, 2005). The cronbach's alpha coefficient was generated through the use of SPSS Software. The results are shown below;

Table 3.2: Reliability analysis of the instrument

S/N	Variable	Number of items	Cronbach's alpha coefficient
1	Team goals	5	0.797
2	Interpersonal relation	5	0.830
3	Role clarification	6	0.758
4	Employee productivity	15	0.825
Average			0.803

Source: Primary data, (2020)

3.8 Data collection Procedure

A cover letter was obtained from Kyambogo University to permit the researcher to collect data. Anonymity and confidentiality of the respondents were observed by not asking the respondents for their names and contacts on the questionnaires. The covering letter from Kyambogo University was used during data collection. The researcher also obtained permission to carry out the study at Airtel Company limited. The researcher distributed self-administered questionnaires to respondents and the distributed self-administered questionnaires were later picked by the researcher from the study respondents.

3.9 Data Management and Processing

The data collected was edited, coded and entered into SPSS for further analysis. The researcher used SPSS software version 20.0 to capture and to analyze the data from the questionnaires. Questionnaires with duplicates and missing responses were dropped from the data set before analysis.

3.10 Data Analysis

This study utilized quantitative data analysis techniques.

3.10.1 Quantitative analysis

Quantitative data were analyzed using regression analysis and simple descriptive statistics. The analyzed data was later presented in form of tables and graphs for easy interpretation. The significance of the association between the variables of interest were tested at 95% level of confidence (5% level of significance).

3.11 Measurement of variables

Team goals in this study was operationalized in terms of; common goals and action plans basin on the studies of (CID technical report, 2016: Bridgeman, 2018) and it was channeled into measurable variable using a 5-point Likert scale ranging from 5 = strongly agree, 4 = Agree 3= Not sure, 2= Disagree and 1= strongly disagree.

Interpersonal relation was measured in terms of; communication and social support (Omunakwe et al., 2018) and channeled into measurable variable using a 5-point Likert scale ranging from 5 = strongly agree, 4 = Agree 3= Not sure, 2= Disagree and 1= strongly disagree.

Role clarification was operationalized in terms of; defined tasks and defined responsibilities (Pijnacker, 2019) and it was channeled into measurable variable using a 5-point Likert scale ranging from 5 = strongly agree, 4 = Agree 3= Not sure, 2= Disagree and 1= strongly disagree.

Employee productivity was operationalized in terms of; commitment, timeliness, number of hours worked and quality of services basing on the empirical study of (Beaton et al., 2009 and Sauermann, 2016) and it was channeled into measurable variable using a 5-point Likert scale ranging from 5 = strongly agree, 4 = Agree 3= Not sure, 2= Disagree and 1= strongly disagree

3.12 Ethical Considerations

Anonymity and Confidentiality; In order to promote ethics in the study, respondent's names were withheld to ensure anonymity and confidentiality in terms of any future prospects and in-order to avoid bias. Plagiarism; The researcher avoided plagiarism by acknowledging the different authors of any material or literature reviewed during the research process. Voluntary Participation; The researcher gave respondents reasons as to why she was interviewing them and that definitely encouraged voluntary participation of the respondent in the study. Guarantee Privacy; most important was that the researcher guaranteed privacy of all the respondents throughout and after the study.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents the results and the interpretation of the study findings. The results are presented according to the specific objectives of the study which were; to assess the effect of team goals on employee productivity at Airtel Telecom Company in Uganda; to analyze the effect of interpersonal relation on employee productivity at Airtel Telecom Company in Uganda; and to assess the effect of role clarification on employee productivity at Airtel Telecom Company in Uganda. The study results were presented in form of tables and graphs for easy interpretation.

4.1 Response rate

The researcher distributed 54 questionnaires to 54 respondents. All the 54 questionnaires were completed and returned. Thus, the response rate of the study was 100%. This was achieved through following up the distributed questionnaires by the researcher. According to Amin (2005), a response rate of 75% and above is valid for data analysis and generalization of findings and thus the response rate of this study is above the recommended percentage by Amin (2005).

4.2 Demographic characteristics

The study used frequency tables and graphs to describe the demographic characteristics of the respondents appropriately.

4.2.1 Age of respondents
Table 4.1: Age of respondents

Age category (Years)	Frequency	Percent
18-30	18	33.3
31-40	9	16.7
41-50	9	16.7
51-60	11	20.3
61 and above	7	13.0
Total	**54**	**100**

Source; Primary data, (2020)

From table 4.1 above, 18 respondents representing 33.3% of the total respondents were aged within 18-30 years followed by 11 respondents representing 20.3% of the total respondents who were aged within 51-60 years, followed by 9 respondents representing 16.7% of the total respondents were aged within 31-40 years, followed by 9 respondents representing 16.7% of the total respondents were aged within 41-50 years and lastly 7 respondents representing 13.0% of the total respondents were aged within 61 years and above. This study finding implies that Airtel Uganda mainly recruit workers within the age bracket of 18-30 years implying that most of the employees in Airtel company are youths.

4.2.2 Gender of respondents

Gender of respondents
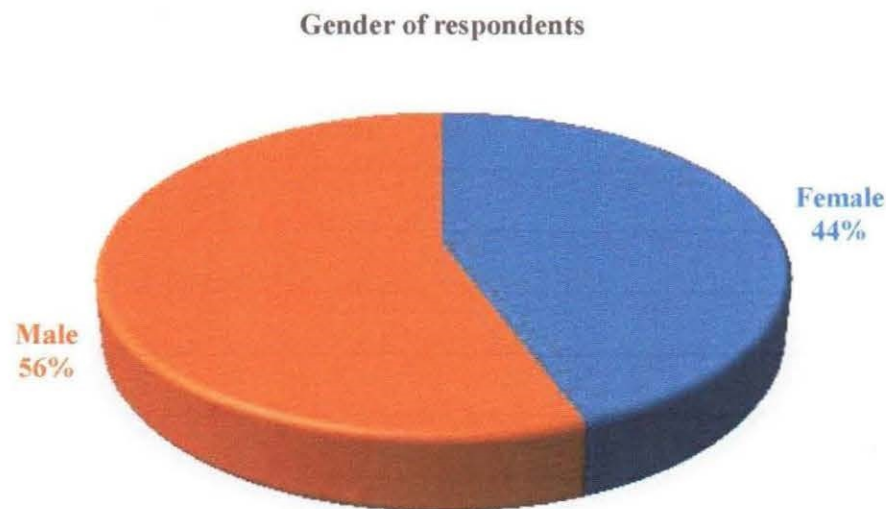
Figure 4.1: Gender of respondents

Source: Primary data, (2020)

Figure 4.1 above shows that majority (56%) of the respondents were males and 44% of the respondents were females. This study finding implies that the responses were proportionately distributed among males and women and thus was not biased.

4.2.3 Marital status of respondents
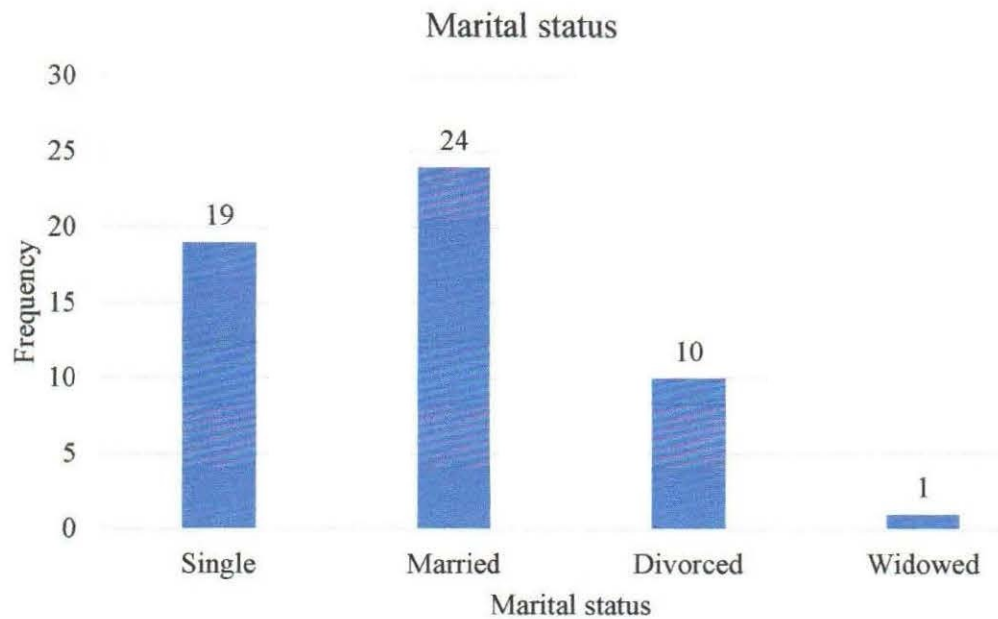
Marital status

Figure 4.2: Marital status of respondents

Source: Primary data, (2020)

A total of 24 respondents were married followed by 19 respondents who were single, followed by 10 respondents who were divorced and 1 respondent was widowed. This finding implies that Airtel company recruits married people mainly as they are perceived to be more responsible.

4.2.4 Number of years spent in the company
Table 4.2: Number of years spent in the company

Duration (Years)	Frequency	Percent
0-1	4	7.4
2-5	18	33.4
6-10	22	40.7
11 and above	10	18.5
Total	**54**	**100**

Source: Primary data, (2020)

From Table 4.2 above, majority of the respondents who were 22 respondents representing 40.7% of the total respondents had worked with the company for 6-10 years followed by 18

respondents representing 33.4% of the total respondents had worked with the company for 2-
5 years, followed by 10 respondents representing 18.5% of the total respondents had worked
with Airtel for 11 years and above, and lastly 4 respondents representing 7.4% of the total
respondents had worked with Airtel for 1 year and below. This finding implies that majority
of the respondents had worked in Airtel Uganda for 6-10 years and thus they were in position
to give genuine responses.

4.2.5 Level of education of respondents
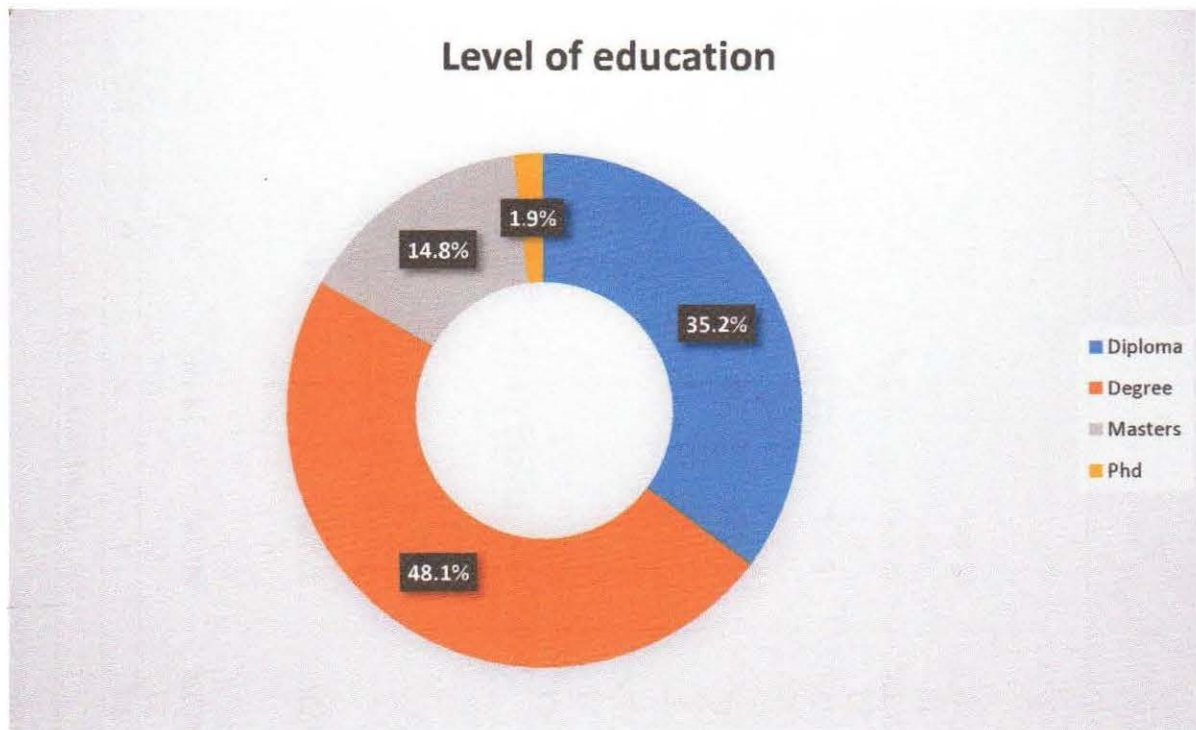
Figure 4.3: Level of education of respondents

Source: Primary data, (2020)

From figure 4.3 above, majority (48.1%) of the respondents had degree level of education,
35.2% of the respondents had diploma level of education, 14.8% of the respondents had
master's level of education and 1.9% of the respondents had Phd level of education. This
finding implies that Airtel Uganda recruits highly qualified personnel.

4.3 Employee productivity
Table 4.3: Descriptive statistics of employee productivity

No	Items	COMMITMENT							
		SA	A	N	D	SD	Total	Mean	Std. deviation
C1	I am always enthusiastic towards tasks assigned at a workplace	22 40.7%	22 40.7%	10 18.5%	0 0%	0 0%	54 100.0%	4.22	0.744
C2	I feel responsible for the achievement of my organization goals, mission and vision	22 40.7%	20 37.0%	2 3.7%	10 18.5%	0 0%	54 100.0%	4.00	1.099
C3	I am bond to the organizational goals, vision and mission	42 77.8%	0 0%	10 18.5%	2 3.7%	0 0%	54 100.0%	4.52	0.926

No	Items	TIMELINESS							
		SA	A	N	D	SD	Total	Mean	Std. deviation
T1	I spend less time in accomplishing tasks than the stipulated time frame	12 22.2%	0 0%	0 0%	10 18.5%	32 59.3%	54 100.0%	2.07	1.624
T2	I spend most of the working hours on social media and texting	0 0%	0 0%	0 0%	0 0%	54 100.0%	54 100.0%	1.00	0.000
T3	I complete my work assignments timely	32 59.3%	10 18.5%	12 22.2%	0 0%	0 0%	54 100.0%	4.37	0.831
T4	I am always on time to work	32 59.3%	10 18.5%	12 22.2%	0 0%	0 0%	54 100.0%	4.37	0.831
T5	I submit my assignments beyond the stipulated time frame	20 37.0%	10 18.6%	12 22.2%	12 22.2%	0 0%	54 100.0%	3.70	1.192

HOURS WORKED

No	Items	SA	A	N	D	SD	Total	Mean	Std. deviation
HW1	I always work according to the exact numbers of working hours prescribed in my contract	22 40.8%	12 22.2%	0 0%	0 0%	20 37.0%	54 100.0%	3.30	1.818
HW2	I work for more hours than the required numbers of work hours slated in my contract	24 44.5%	0 0%	10 18. 5%	10 18.5%	10 18.5%	54 100.0%	3.07	1.624
HW3	I always work over time	10 18.5%	10 18.5%	0 0%	22 40.8%	12 22.2%	54 100.0%	2.70	1.475

QUALITY OF SERVICES

No	Items	SA	A	N	D	SD	Total	Mean	Std. deviation
QOS1	I promptly respond to customer needs	30 55.6%	24 44.4%	0 0%	0 0%	0 0%	54 100.0%	4.56	0.502
QOS2	I promptly resolve complains of customers	30 55.6%	14 25.9%	10 18.5%	0 0%	0 0%	54 100.0%	4.37	0.784
QOS3	Customers are always confident in me resolving their issues	30 55.6%	24 44.4%	0 0%	0 0%	0 0%	54 100.0%	4.56	0.502
QOS4	I provide reliable services to customers	30 55.6%	24 44.4%	0 0%	0 0%	0 0%	54 100%	4.56	0.502

Key: **SA**=Strongly Agree, **A**= Agree, **N**=Neutral, **D**=Disagree, **SD**= Strongly Disagree
NOTE: some percentages may not add up to 100 due to rounding off

Source: Primary data, (2020)

For purpose of interpretation, note that score for **SA** and **A** are grouped to represent agree while as the score for **SD** and **D** are grouped to represent disagree. In addition, **N** represents respondents whose opinions was undecided. The mean < 3.00 reveals disagree scores and that above > 3.00 reveals agree.

4.3.1 Commitment

From table 4.3 above, 44 respondents representing 81.5% of the total respondents agreed with the statement that they are always enthusiastic towards tasks assigned at a workplace whereas none of the respondents disagreed with the statement that they are always enthusiastic towards tasks assigned at a workplace and 10 respondents representing 18.5% of the total respondents were not sure whether they are always enthusiastic towards tasks assigned at a workplace. The mean of 4.22 implied that majority of the respondents believed that they are always enthusiastic towards tasks assigned at a workplace (4.22>3.00). This finding implies that employees at Airtel are always enthusiastic towards tasks assigned at a workplace.

According to table 4.3 above, 42 respondents representing 77.8% of the total respondents agreed with the statement that they feel responsible for the achievement of their organization goals, mission and vision whereas 10 respondents representing 18.5% of the total respondents disagreed with the statement that they feel responsible for the achievement of their organization goals, mission and vision and 2 respondents representing 3.7% of the total number of respondents were not sure whether they feel responsible for the achievement of their organization goals, mission and vision. The mean of 4.00 implied that majority of the respondents believed that they feel responsible for the achievement of their organization goals, mission and vision (4.00>3.00). This finding implies that employees at Airtel feel responsible for the achievement of their organization goals, mission and vision.

From table 4.3 above, a total of 42 respondents representing 77.8% of the total respondents agreed with the statement that they are bond to the organizational goals, vision and mission whereas 2 respondents representing 3.7% of the total respondents disagreed with the statement that they are bond to the organizational goals, vision and mission and 10 respondents representing 18.5% of the total number of respondents were not sure whether they are bond to the organizational goals, vision and mission. The mean of 4.52 implied that majority of the respondents believed they are bond to the organizational goals, vision and mission (4.52>3.00). This finding implies that employees at Airtel believe that they are bond to the organizational goals, vision and mission.

4.3.2 Timeliness

The results in table 4.3 above shows that 12 respondents representing 22.2% of the total respondents agreed with the statement that they spend less time in accomplishing tasks than the stipulated time frame while 42 respondents representing 77.8% of the total respondents disagreed with the statement that they spend less time in accomplishing tasks than the stipulated time frame and none of the respondents were not sure whether they spend less time in accomplishing tasks than the stipulated time frame. The mean of 2.07 implied that majority of the respondents disagreed with the statement that they spend less time in accomplishing tasks than the stipulated time frame (2.07<3.00). This finding implies that most of the workers at Airtel do not spend less time in accomplishing tasks than the stipulated time frame.

From table 4.3 above, 54 respondents representing 100% of the total respondents disagreed with the statement that they spend most of the working hours on social media and texting. The mean of 1.00 implied all the respondents disagreed with the statement that they spend

most of the working hours on social media and texting (1.00<3.00). This finding implies that employees at Airtel do not spend most of the working hours on social media and texting.

From table 4.3 above, 42 respondents representing 77.8% out of the total respondents agreed that they complete their work assignments timely and 12 respondents representing 22.2% out of the total respondents were not sure if they complete their work assignments timely. The mean of 4.37 implied that majority of the employees agreed that they complete their work assignments timely (4.37>3.00). This finding implies that most of the employees at Airtel complete their work assignments timely.

According to table 4.3 above, 42 respondents representing 77.8% the total respondents agreed that they are always on time to work and 12 respondents representing 22.2% of the total respondents were not sure if they were always on time to work. The mean of 4.37 implied that majority of the employees agreed that are always on time to work (4.37>3.00). This finding implies that employees of Airtel are always on time to work

From table 4.3 above, 30 respondents representing 55.6% of the total respondents agreed that they submit their assignments beyond the stipulated time frame while 12 respondents representing 22.2% of the total respondents disagreed with the statement that they submit their assignments beyond the stipulated time frame and 12 respondents representing 22.2% of the total respondents were not sure if they submit their assignments beyond the stipulated time frame. The mean of 3.70 implied that majority of the employees agreed with the statement that they submit their assignments beyond the stipulated time frame (3.70>3.00). This finding implies that most of the employees of Airtel submit their assignments beyond the stipulated time frame.

4.3.3 Hours worked

From table 4.3 above, 34 respondents representing 63% of the total respondents agreed with the statement that they always work according to the exact numbers of working hours prescribed in their contract while 20 respondents disagreed with the statement that they always work according to the exact numbers of working hours prescribed in their contract. The mean of 3.30 implied that most of the respondents agreed with the statement that they always work according to the exact numbers of working hours prescribed in their contract (3.30>3.00). This finding implies that employees at Airtel always work according to the exact numbers of working hours prescribed in their contract.

According to the table 4.3 above, 24 respondents representing 44.5% of the total number of respondents agreed with the statement that they work for more hours than the required numbers of work hours slated in their contract whereas 20 respondents representing 37% of the total number of respondents disagreed with the statement that they work for more hours than the required numbers of work hours slated in their contract and 10 respondents representing 18.5% of the total number of respondents were not sure whether they work for more hours than the required numbers of work hours slated in their contract. The mean of 3.07 implied that majority of the respondents believed that they work for more hours than the required numbers of work hours slated in their contract (3.07> 3.00). This finding implies that most of the employees at Airtel work for more hours than the required numbers of work hours slated in their contract.

From the table 4.3 above, 20 respondents representing 37% of the total number of respondents agreed with the statement that they always work over time while 34 respondents representing 63% of the total number of respondents disagreed with the statement that they always work over time. The mean of 2.70 implied that majority of the respondents disagreed with the statement that they always work over time (2.70<3.00). This finding implies that most of the employees at Airtel do not always work over time.

4.3.4 Quality of services

Table 4.3 above shows that 54 respondents representing 100% of the total number of respondents agreed with the statement that they promptly respond to customer needs. The mean of 4.56 implied that most of the respondents believed that they promptly respond to customer needs (4.56>3.00). This finding implies that employees at Airtel promptly respond to customer needs.

From the table 4.3 above, 44 respondents representing 81.5% of the number of respondents agreed with the statement that they promptly resolve complains of customers and 10 respondents representing 18.5% of the total number of respondents were not sure whether they promptly resolve complains of customers. The mean of 4.37 implied that majority of the respondents believed that they promptly resolve complains of customers (4.37>3.00). This finding implies that most of the employees at Airtel promptly resolve complains of customers.

Basing on the findings in table 4.3 above, 54 respondents representing 100% of the total number of respondents agreed with the statement that customers are always confident in them resolving their issues. The mean of 4.56 implied that most of the respondents agreed with the statement that customers are always confident in them resolving their issues (4.56>3.00). This finding implies that customers are always confident in employees of Airtel resolving their issues.

From table 4.3 above, 54 respondents representing 100% of the total number of respondents agreed with the statement that they provide reliable services to customers. The mean of 4.56 implied that most of the respondents agreed with the statement that they provide reliable services to customers (4.56>3.00). This finding implies that employees at Airtel provide reliable services to customers.

4.4 Team goals and employee productivity

4.4.1 Team goals

Table 4.4: Descriptive statistics of team goals

NO	Items	SA	A	N	D	SD	Total	Mean	Std. deviation
TG1	Common team goals to be achieved by me within a team are always set by the company	21 / 38.9%	24 / 44.4%	2 / 3.7%	2 / 3.7%	5 / 9.3%	54 / 100.0%	4.00	1.197
TG2	I set my own goals within the organization framework	23 / 42.5%	16 / 29.6%	5 / 9.3%	7 / 13.0%	3 / 5.6%	54 / 100.0%	3.91	1.248
TG3	I set individual goals in line with the company team goals	30 / 55.6%	20 / 37.0%	0 / 0%	2 / 3.7%	2 / 3.7%	54 / 100.0%	4.37	0.958
TG4	Team goals are set in line with my goals	17 / 31.5%	22 / 40.7%	1 / 1.9%	6 / 11.1%	8 / 14.8%	54 / 100.0%	3.63	1.117
TG5	Action plans towards attaining team goals are always designed for the team am in	28 / 51.8	17 / 31.5	2 / 3.7	5 / 9.3	2 / 3.7	54 / 100.0%	4.19	1.117

Key: **SA**=Strongly Agree, **A**= Agree, **N**=Neutral, **D**=Disagree, **SD**= Strongly Disagree

NOTE: some percentages may not add up to 100 due to rounding off

Source: Primary data, (2020)

For purpose of interpretation, note that score for **SA** and **A** are grouped to represent agree while as the score for **SD** and **D** are grouped to represent disagree. In addition, **N** represents respondents whose opinions was undecided. The mean < 3.00 reveals disagree scores and that above > 3.00 reveals agree.

From table 4.4 above, 45 respondents representing 83.3% of the total respondents agreed with the statement that common team goals to be achieved by them within a team are always set by the company whereas 7 respondents representing 13% of the total respondents disagreed with the statement that common team goals to be achieved by them within a team are always set by the company and 2 respondents representing 3.7% of the total respondents were not sure whether common team goals to be achieved by them within a team are always set by the company. The mean of 4.00 implied that most of the respondent agreed with the statement that common team goals to be achieved by them within a team are always set by the company (4.00>3.00). This finding implies that common team goals to be achieved by employees at Airtel within a team are always set by the company.

According to the table 4.4 above, 39 respondents representing 72.1% of the total respondents agreed with the statement that they set their own goals within the organization framework whereas 10 respondents representing 18.6% of the total respondents disagreed with the statement that they set their own goals within the organization framework and 5 respondents representing 9.3% of the total respondents were not sure whether they set their own goals within the organization framework. The mean of 3.91 implied that most of the respondents agreed with the statement that they set their own goals within the organization framework (3.91>3.00). This finding implies that employees at Airtel set their own goals within the organization framework.

Results in the table 4.4 above shows that 50 respondents representing 92.6% of the total respondents agreed with the statement that they set individual goals in line with the company team goals whereas 4 respondents representing 7.4% of the total respondents disagreed with the statement that they set individual goals in line with the company team goals. The mean of 4.37 implied that majority of the respondents agreed with the statement that they set

4.3.2 Regression analysis of team goals and employee productivity
Table 4.5: Model summary of team goals and employee productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361	.130	.117	.85617

Predictors: (Constant), Team goals

Source: Primary data, (2020)

The resultant R^2 which is 0.130 implies that team goals accounts for 13.0% (0.130*100) of the variations in employee productivity at Airtel and the remaining 87.0% is explained by other factors other than team goals.

Table 4.6: Illustration of ANOVA of team goals and employee productivity

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	7.132	1	7.132	9.729	.003
1	Residual	47.647	53	.733		
	Total	54.779	54			

Dependent Variable: Employee productivity, Predictors: (Constant), Team goals

Source: Primary data, (2020)

From table 4.6 above, it is reflected that the probability of obtaining the F-ratio of 9.729 is 0.003 (P-value) which is very small compared to the level of significance of 0.05, implying that the probability value (P-value) of 0.003< 0.05. Therefore, the researcher concluded that the model is statistically significant (good fit) in predicting the effect of team goals on employee productivity.

Table 4.7: Illustration of regression coefficients of team goals and employee productivity

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.807	.464		3.895	.000
	Team goals	.404	.130	.361	3.119	.003

Dependent Variable: Employee productivity

Source: Primary data, (2020)

The P-value of team goals is 0.003 which is less than 0.05 (P-value<0.005, 0.003<0.05) at a 95% level of significance, implying that there is a significant effect of team goals on employee productivity at Airtel. Therefore, the researcher concluded that there is a significant effect of team goals on employee productivity.

The standardized beta coefficient of 0.361 which is positive reflects a direct positive relationship between team goals and employees. This implies that an improvement in team goals lead to a higher likelihood of employee productivity of Airtel and where there is low level of team goals there is usually a low likelihood of employee productivity.

Equation 1: Model of Team goals and employee productivity

Employee productivity = 1.807 + 0.361 Team goals.........................…............ (Equation 1)

Furthermore, the coefficient of 0.361 implies that a unit increase in the level of team goals will lead to 0.361 increase in employee productivity at Airtel and a unit decrease in the level of team goals will lead to 0.361 decrease in employee productivity of Airtel.

4.4 Interpersonal relation and employee productivity

4.4.1 Interpersonal relation

Table 4.8: Descriptive statistics of interpersonal relation

No	Items	SA	A	N	D	SD	Total	Mean	Std. deviation
IR1	There is open line communication among managers, supervisors and subordinates	15 27.8%	27 50.0%	3 5.5%	2 3.7%	7 13%	54 100.0%	3.76	1.273
IR2	I receive information support through guidance, advice and suggestions from supervisors and managers	13 24.1%	22 40.7%	3 5.5%	8 14.8%	8 14.8%	54 100.0%	3.44	1.396
IR3	I communicate freely with my fellow work colleagues	16 29.6%	29 53.7%	0 0%	4 7.4%	5 9.3%	54 100.0%	3.87	1.198
IR4	My workmates listen and encourage me during time of hardships	21 38.9%	17 31.5%	5 9.3%	3 5.5%	8 14.8%	54 100%	3.74	1.417
IR5	My supervisor shows sympathy and concern for others	27 50.0%	15 27.8%	3 5.5%	5 9.3%	4 7.4%	54 100.0%	4.04	1.273

Key: **SA**=Strongly Agree, **A**= Agree, **N**=Neutral, **D**=Disagree, **SD**= Strongly Disagree
NOTE: some percentages may not add up to 100 due to rounding off

Source: Primary data, (2020)

For purpose of interpretation, note that score for **SA** and **A** are grouped to represent agree while as the score for **SD** and **D** are grouped to represent disagree. In addition, **N** represents respondents whose opinions was undecided. The mean < 3.00 reveals disagree scores and that above > 3.00 reveals agree.

From table 4.8 above, 42 respondents representing 77.8% of the total respondents agreed with the statement that there is open line communication among managers, supervisors and subordinates whereas 9 respondents representing 16.7% of the total respondents disagreed with the statement that there is open line communication among managers, supervisors and subordinates and 3 respondents representing 5.5% of the total respondents were not sure whether there is open line communication among managers, supervisors and subordinates. The mean of 3.76 implied that majority of the respondents believed that there is open line communication among managers, supervisors and subordinates (3.76>3.00). This finding implies that there is an open line communication among managers, supervisors and subordinates at Airtel.

According to the table 4.8 above, 35 respondents representing 64.9% of the total respondents agreed with the statement that they receive information support through guidance, advice and suggestions from supervisors and managers while 16 respondents representing 29.6% of the total respondents disagreed with the statement that they receive information support through guidance, advice and suggestions from supervisors and managers and 3 respondents representing 5.5% of the total respondents were not sure whether they receive information support through guidance, advice and suggestions from supervisors and managers. The mean of 3.44 implied that most of the respondents believed that they receive information support through guidance, advice and suggestions from supervisors and managers (3.44>3.00). This finding implies that employees at Airtel receive information support through guidance, advice and suggestions from supervisors and managers.

Table 4.8 above shows that 45 respondents representing 83.3% of the total respondents agreed with the statement that they communicate freely with their fellow work colleagues whereas 9 respondents representing 16.7% of the total respondents disagreed with the statement that they communicate freely with their fellow work colleagues. The mean of 3.87

implied that most of the respondents agreed with the statement that they communicate freely with their fellow work colleagues (3.87>3.00). This finding implies that employees at Airtel communicate freely with their fellow work colleagues.

Basing on the results in table 4.8 above, 38 respondents representing 70.4% of the total respondents agreed with the statement that their workmates listen and encourage them during time of hardships whereas 11 respondents representing 20.3% of the total respondents disagreed with the statement that their workmates listen and encourage them during time of hardships and 5 respondents representing 9.3% of the total respondents were not sure whether their workmates listen and encourage them during time of hardships. The mean of 3.74 implied that most of the respondents agreed with the statement that their workmates listen and encourage them during time of hardships (3.74>3.00). This finding implies that at Airtel, employees listen and encourage one another during time of hardships.

From table 4.8 above, 42 respondents representing 77.8% of the total respondents agreed with the statement that their supervisor shows sympathy and concern for others while 9 respondents representing 16.7% of the total respondents disagreed with the statement that their supervisor shows sympathy and concern for others and 3 respondents representing 5.5% of the total number of respondents were not sure whether their supervisor shows sympathy and concern for others. The mean of 4.04 implied that most of the respondents believed that their supervisor shows sympathy and concern for others (4.04>3.00). This finding implies that supervisors at Airtel shows sympathy and concern for others.

4.4.2 Regression analysis of interpersonal relation and employee productivity
Table 4.9: Model summary of interpersonal relation and employee productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438	192	.179	82541

Predictors: (Constant), Interpersonal relation

Source: Primary data, (2020)

The resultant R^2 which is 0.192 implies that interpersonal relation accounts for 19.2% (0.192*100) of the variations in employee productivity and the remaining 80.8% is explained by other factors other than interpersonal relation.

Table 4.10: Illustration of ANOVA of interpersonal relation and employee productivity

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.494	1	10.494	15.403	.000
	Residual	44.285	53	.681		
	Total	54.779	54			

Dependent Variable: Employee productivity, Predictors: (Constant), Interpersonal relation

Source: Primary data, (2020)

From table 4.10 above, it is reflected that the probability of obtaining the F-ratio of 15.403 is 0.00 (P-value) which is very small compared to the level of significance of 0.05, implying that the probability value (P-value) of 0.000< 0.05. Therefore, the researcher concluded that the model is statistically significant (good fit) for predicting the effect of interpersonal relation on employee productivity at Airtel Uganda.

Table 4.11: Illustration of regression coefficient of interpersonal relation and employee productivity

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.395	.475		2.936	.005
	Interpersonal relation	.517	.132	.438	3.925	.000

Dependent Variable: Employee productivity

Source: Primary data, (2020)

The P-value of interpersonal relation is 0.000 which is less than 0.05 (P-value<0.005, 0.000<0.05) at a 95% level of significance, implying that there is a significant effect of interpersonal relation on employee productivity at Airtel. Therefore, the researcher concluded that there is a significant effect of interpersonal relation on employee productivity at Airtel.

The standardized beta coefficient of 0.438 which is positive reflects a direct positive relationship between interpersonal relation and employee productivity at Airtel. This implies that an increase in interpersonal relation will lead to an increase in employee productivity and also a decrease in interpersonal relation leads to a decrease in employee productivity.

Equation 2: Model of Interpersonal relation and employee productivity

Employee productivity = 1.395 + 0.438 interpersonal relation........................ (Equation 2)

Furthermore, the coefficient of 0.438 implies that a unit increase in the level of interpersonal relation will lead to 0.438 increase in employee productivity and a unit decrease in the level of interpersonal relation will lead to 0.438 decrease in employee productivity at Airtel.

4.5 Role clarification and employee productivity

4.5.1 Role clarification

Table 4.12: Descriptive statistics of role clarification

No	Items	SA	A	N	D	SD	Total	Mean	Std. deviation
RC1	I have clearly defined tasks	29 53.7%	23 42.6%	2 3.7%	0 0%	0 0%	54 100.0%	4.50	0.575
RC2	I have clearly defined responsibilities	35 64.8%	18 33.3%	1 1.9%	0 0%	0 0%	54 100.0%	4.63	0.525
RC3	I know what exactly to do in my job	28 51.9%	26 48.1%	0 0%	0 0%	0 0%	54 100.0%	4.52	0.504
RC4	I know my responsibilities at work	19 35.2%	30 55.5 %	1 1.9%	2 3.7%	2 3.7%	54 100.0%	4.15	0.920
RC5	I receive incompatible request from two or more people	14 25.9%	15 27.8%	4 7.4%	17 31.5%	4 7.4%	54 100.0%	3.33	1.360
RC6	I receive assignment without the manpower to complete it	17 31.5%	12 22.2%	5 9.3%	14 25.9%	6 11.1%	54 100.0%	3.37	1.445

Key: **SA**=Strongly Agree, **A**= Agree, **N**=Neutral, **D**=Disagree, **SD**= Strongly Disagree
NOTE: some percentages may not add up to 100 due to rounding off

Source: Primary data, (2020)

For purpose of interpretation, note that score for **SA** and **A** are grouped to represent agree while as the score for **SD** and **D** are grouped to represent disagree. In addition, **N** represents respondents whose opinions was undecided. The mean < 3.00 reveals disagree scores and that above

> 3.00 reveals agree.

From table 4.12 above, 52 respondents representing 96.3% of the total respondents agreed with the statement that they have clearly defined tasks and 2 respondents representing 3.7% of the total respondents were not sure whether they have clearly defined tasks. The mean of 4.50 implied that majority of the respondents believed that they have clearly defined tasks (4.50>3.00). This finding implies that most of the employees of Airtel have clearly defined tasks.

According to table 4.12 above, 53 respondents representing 98.1% of the total respondents agreed with the statement that they have clearly defined responsibilities and 1 respondent representing 1.9% of the total respondents was not sure whether he/she has clearly defined responsibilities. The mean of 4.63 implied that the majority of the respondents agreed that they have clearly defined responsibilities (4.63>3.00). This finding implies that most of the employees of Airtel have clearly defined responsibilities.

Findings from table 4.12 above shows that 54 respondents representing 100% of the total respondents agreed with the statement that they know what exactly to do in their job. The mean of 4.52 implied that majority of the respondents agreed that they know what exactly to do in their job (4.52>3.00). This finding implies that all the employees of Airtel know what exactly to do in their job.

From table 4.12 above, 49 respondents representing 90.7% of the total respondents agreed with the statement that they know their responsibilities at work while 4 respondents representing 7.4% of the total respondents disagreed with the statement that they know their responsibilities at work and 1 respondent representing 1.9% of the respondents was not sure of his/her responsibilities at work. The mean of 4.15 implied that majority of employees know their responsibilities at work (4.15>3.00). This finding implies that most of the employees at Airtel know their responsibilities at work.

From table 4.12 above, 29 respondents representing 53.7% of the total respondents agreed with the statement that they receive incompatible request from two or more people whereas 21 respondents representing 38.9% of the total respondents disagreed with the statement that they receive incompatible request from two or more people and 4 respondents representing 7.4% of the total respondents were not sure whether they receive incompatible request from two or more people. The mean of 3.33 implied that majority of the employees receive incompatible request from two or more people (3.33>3.00). This finding implies that most of the employees of Airtel receive incompatible request from two or more people.

According to table 4.12 above, 29 respondents representing 53.7% of the total respondents agreed with the statement that they receive assignment without the manpower to complete it while 20 respondents representing 37% of the total respondents disagreed with the statement that they receive assignment without the manpower to complete it and 5 respondents representing 9.3% of the total respondents were not sure whether they receive assignment without the manpower to complete it. The mean of 3.37 implied that majority of the employees receive assignment without the manpower to complete it (3.37>3.00). This finding implies that most of the employees of Airtel receive assignment without the manpower to complete it.

4.5.2 Regression analysis of role clarification and employee productivity
Table 4.13: Model summary of role clarification and employee productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397	.158	.145	.84262

Predictors: (Constant), Role clarification

Source: Primary data, (2020)

The resultant R^2 which is 0.158 implies that role clarification accounts for 15.8% (0.158*100)

of the variations in employee productivity at Airtel and the remaining 85.2% is explained by

other factors other than role clarification.

Table 4.14: Illustration of ANOVA of role clarification and employee productivity

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	8.628	1	8.628	12.152	.001
1	Residual	46.151	53	.710		
	Total	54.779	54			

Dependent Variable: Employee productivity

Predictors: (Constant), Role clarification

From the table above, it is reflected that the probability of obtaining the F-value of 12.152 is

0.001 (P-value) which is very small compared to the level of significance of 0.05, implying

that the probability value (P-value) of 0.001< 0.05. Therefore, the researcher concluded that

the model is statistically significant (good fit) for predicting the effect of role clarification on

employee productivity at Airtel Uganda.

Table 4.15: Illustration of regression coefficients of role clarification and employee productivity

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.259	.571		2.205	.031
Role clarification	.535	.154	.397	3.486	.001

Dependent Variable: Employee productivity

Source: Primary data, (2020)

The P-value of role clarification is 0.001 which is less than 0.05 (P-value<0.005, 0.001<0.05) at a 95% level of significance, implying that there is a significant effect of role clarification on employee productivity at Airtel. Therefore, the researcher concluded that there is a significant effect of role clarification on employee productivity.

The standardized beta coefficient of 0.397 which is positive reflects a direct positive relationship between role clarification and employee productivity. This implies that an increment in role clarification leads to an increment in employee productivity and a reduction in role clarification leads to a reduction in employee productivity at Airtel.

Equation 3: Model of role clarification and employee productivity

Employee productivity = 1.259 + 0.397 Role clarification............................ (Equation 3)

Furthermore, the coefficient of 0.397 implies that a unit increase in the level of role clarification will lead to 0.397 increase in employee productivity and a unit decrease in the level of role clarification will lead to 0.397 decrease in employee productivity.

4.6 Team building and employee productivity

To address the general objective of the study, a multiple linear regression analysis was carried out and the results are presented below.

4.6.2 Regression analysis of team building and employee productivity
Table 4.16: Model summary of team building and employee productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773	.221	.213	.69382

Predictors: (Constant), Team goals, Interpersonal relation, Role clarification
Source: Primary data, (2020)

The resultant R^2 which is 0.221 implies that team building accounts for 22.1% (0.158*100) of the variations in employee productivity at Airtel and the remaining 71.9% is explained by other factors other than team building.

Table 4.17: Illustration of ANOVA of team building and employee productivity

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	7.464	1	9.628	14.152	.002
1	Residual	47.315	53	.850		
	Total	54.779	54			

Dependent Variable: Team building

Predictors: Constant, Independent variable: Team goals, Interpersonal relation, Role clarification

Source: Primary data, (2020)

From table 4.10 above, it is reflected that the probability of obtaining the F-ratio of 14.152 is 0.02 (P-value) which is very small compared to the level of significance of 0.05, implying that the probability value (P-value) of 0.000< 0.05. Therefore, the researcher concluded that the model is statistically significant (good fit) for predicting the effect of team building on employee productivity at Airtel Uganda.

Table 4.18: Illustration of regression coefficients of team building and employee productivity

	Model	Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	Sig.
1	(Constant)	2.015	.490		.000
	Team goals	.149	.115	.245	.034
	Interpersonal relation	.252	.154	.155	.012
	Role clarification	.172	.146	.145	.020

Source: Primary data, 2020

From the table above, p-value of team goals of 0.000 is less than 0.05 implying that team goals significantly affects employee productivity. Furthermore, the standardized coefficient of 0.245 implies that there is a positive relationship between team goals and employee productivity.

According to the table above, p-value of interpersonal relation of 0.012 is less than 0.05 implying that interpersonal relation significantly affects employee productivity. Furthermore, the standardized coefficient of 0.155 implies that there is a positive relationship between interpersonal relation and employee productivity.

Basing on the results in the table above, p-value of interpersonal relation of 0.020 is less than 0.05 implying that interpersonal relation significantly affects employee productivity. Furthermore, the standardized coefficient of 0.145 implies that there is a positive relationship between interpersonal relation and employee productivity.

Equation 4: Model of team building and employee productivity

EP = 2.015+ 0.245TG+ 0.155IR+0.145RC……………………………………… (Equation 4)

Where: EP = Employee productivity, TG = Team goals, IR = Interpersonal Relation and RC = Role Clarification

Furthermore, from the Equation 4 above, the following can be deduced;

The coefficient of 0.245 implies that a unit increase in the level of team goals will lead to 0.245 increase in employee productivity at Airtel and a unit decrease in the level of team goals will lead to 0.245 decrease in employee productivity of Airtel holding other factors constant.

The coefficient of 0.155 implies that a unit increase in the level of interpersonal relation will lead to 0.155 increase in employee productivity and a unit decrease in the level of interpersonal relation will lead to 0.155 decrease in employee productivity at Airtel keeping other factors constant.

The coefficient of 0.145 implies that a unit increase in the level of role clarification will lead to 0.145 increase in employee productivity and a unit decrease in the level of role clarification will lead to 0.145 decrease in employee productivity holding other factors constant.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSIONS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings, discussion of findings, conclusion and recommendation based on the study findings in relation to each specific objective of the study. This chapter also presents the contribution of the study and limitation of the study.

5.1 Summary of findings

5.1.1 Team goals and employee productivity

Majority of the respondents agreed with the statement that they set individual goals in line with the company team goals (4.37>3.00), followed by the statement that action plans towards attaining team goals are always designed for the team they are in (4.19>3.00), followed by the statement that common team goals to be achieved by them within a team are always set by the company (4.00>3.00), followed by the statement that they set their own goals within the organization framework (3.91>3.00) and then lastly the statement that team goals are set in line with their goals (3.63>3.00).

From the bivariate regression analysis, team goals accounted for 13.0% of the variations in employee productivity at Airtel. The study found out that there is a significant effect of team goals on employee productivity (P-value<0.005, 0.003<0.05) at a 95% level of significance. It was also established that that a unit increase in the level of team goals will lead to 0.361 increase in employee productivity at Airtel and a unit decrease in the level of team goals will lead to 0.361 decrease in employee productivity of Airtel.

From the multivariate analysis, the study found out that there is a significant effect of team goals on employee productivity (P-value<0.005, 0.034 <0.05) at a 95% level of significance. It was also established that that that a unit increase in the level of team goals will lead to 0.245 increase in employee productivity at Airtel and a unit decrease in the level of team

goals will lead to 0.245 decrease in employee productivity of Airtel holding other factors constant.

5.1.2 Interpersonal relation and employee productivity

Most of the respondents agreed with the statement that their supervisor shows sympathy and concern for others (4.04>3.00), followed by the statement that they communicate freely with their fellow work colleagues (3.87>3.00), followed by the statement that there is open line communication among managers, supervisors and subordinates (3.76>3.00), followed by the statement that their workmates listen and encourage them during time of hardships (3.74>3.00), and then lastly the statement that that they receive information support through guidance, advice and suggestions from supervisors and managers (3.44>3.00).

From the bivariate regression analysis, interpersonal relation accounted for 19.2% of the variations in employee productivity at Airtel. The study found out that there is a significant effect of interpersonal relation on employee productivity at Airtel (P-value<0.005, 0.000<0.05) at a 95% level of significance. The study also established that a unit increase in the level of interpersonal relation will lead to 0.438 increase in employee productivity and a unit decrease in the level of interpersonal relation will lead to 0.438 decrease in employee productivity at Airtel.

From the multivariate analysis, the study found out that there is a significant effect of interpersonal relation on employee productivity at Airtel (P-value<0.005, 0.012<0.05) at a 95% level of significance. The study also established that a unit increase in the level of interpersonal relation will lead to 0.155 increase in employee productivity and a unit decrease in the level of interpersonal relation will lead to 0.155 decrease in employee productivity at Airtel keeping other factors constant.

5.1.3 Role clarification and employee productivity

Majority of the respondents agreed with the statement that they have clearly defined responsibilities (4.63>3.00), followed by the statement that they know what exactly to do in their job (4.52>3.00), followed by the statement that they have clearly defined tasks (4.50>3.00), followed by the statement that they know their responsibilities at work (4.15>3.00), followed by the statement that employees receive assignment without the manpower to complete it (3.37>3.00) and then lastly the statement that employees receive incompatible request from two or more people (3.33>3.00).

From the bivariate regression analysis, role clarification accounted for 15.8% of the variations in employee productivity at Airtel. The study found that there is a significant effect of role clarification on employee productivity at Airtel (P-value<0.005, 0.001<0.05) at a 95% level of significance. The study also established that a unit increase in the level of role clarification will lead to 0.397 increase in employee productivity and a unit decrease in the level of role clarification will lead to 0.397 decrease in employee productivity.

From the multivariate analysis, the study found that there is a significant effect of role clarification on employee productivity at Airtel (P-value<0.005, 0.020 <0.05) at a 95% level of significance. The study also established that a unit increase in the level of role clarification will lead to 0.145 increase in employee productivity and a unit decrease in the level of role clarification will lead to 0.145 decrease in employee productivity holding other factors constant.

5.2 Discussion of findings
5.2.1 Team goals and employee productivity

This study found out that there is a significant positive effect of team goals on employee productivity implying an increase in the level of team goals lead to an increase in employee productivity and also a decrease in the level of team goals lead to a decrease in the level of employee productivity.

This study finding is in line with the a study carried out by (Choon and Kim, 2016) in Singapore to determine the impact of Team goals on employee productivity where it was unanimous concurrence amongst the research interview participants that team goals has an impact on employee productivity and ultimately improves organization effectiveness. Similarly, this study finding is also in line with the findings of a study conducted by (Asmu et al.,2015) which revealed that even without financial incentives, team goals improved worker performance by 12 to 15% compared to the situation where no goals were defined.

In addition, this study finding conforms to the results of a study carried out by (Ainomugisha, 2020) where the researcher pointed out that failing at the task of effectively setting team goals is detrimental to the productivity of employees and setting team goals with employees can boost employee productivity by ensuring that every member of the team understands their role in the overall strategy which can also save time and improve efficiency.

This study finding is also in line with the notion of goal setting theory which postulates that that specific and challenging goals along with appropriate feedback contribute to higher and better task performance (Latham, 2004).

5.2.2 Interpersonal relation and employee productivity

This study found that interpersonal relation has a significant effect on employee productivity at Airtel implying that an increase in the level of interpersonal relation will lead to an increase in employee productivity and a decrease in the level of interpersonal relation will lead to a decrease in employee productivity.

This finding corroborates with the results of a study carried out by (Omunakwe and Nwinyokpugi, 2016) in Port -Harcourt which revealed that workplace interpersonal relationship significantly influenced organizational productivity in deposit money banks in Port -Harcourt. Similarly, this finding is also in line with a study carried out by (Manta &

Harges, 2013) where it was indicated that workplace relationships directly affect a worker's ability to work and productivity.

In addition, this study conforms to the findings of a study carried out by (Zagenezky et al., 2010) in Nigeria to assess the influence of workplace interpersonal relationship where the researchers demonstrated that friendships at work can improve individual employee attitudes to work, job commitment and ultimately impact on the level of productivity. Furthermore, (Zagenezyk et al., 2010) also indicated that when employees positively interrelate in an organization, it fosters love and team work, increases level of productivity which this study finding agrees with.

This study finding also concurs with the findings of a study carried out by (Tsai et al.,2009) which revealed that employees who have open lines of communication with managers are more likely to build effective work relationships with those managers, increase their relational identification, enhance their performance and contribute to organizational productivity. Furthermore, this finding is in line with the recommendation of a study carried in Nigeria by (Tersoo et al., 2018) where the researchers recommended that management staff and other senior staff in the organization should create a conducive atmosphere to facilitate good human relations and subsequently teamwork for greater or higher employee productivity.

5.2.3 Role clarification and employee productivity

This study found out that there is a positive significant effect of role clarification on employee productivity at Airtel implying that an increase in the level of role clarification will lead to an increase in the level of employee productivity and a decrease in the level of role clarification will lead to a decrease in the level of employee productivity.

This finding agrees with the results of a study carried out by (Pijnacker, 2019) who indicated that role clarity is an essential precursor of productivity, and employees with high role clarity report better productivity. Similarly, this study finding concurs with a study carried out by (Dalal, 2018) where the researcher established that without clear role descriptions, employees end up wasting their energies understanding their roles within their teams rather than focusing on their productive tasks.

This study finding is also in line with a study carried out by (Mukherjee and Malhotra, 2006) which revealed that role clarity plays a critical role in explaining employee perceptions of service quality. In addition, this finding is in line with the findings of a survey carried out by The Economic Times in 2017, where it was revealed that 70% of the employees surveyed claim they feel less productivity in their current job and this unclear employer expectations was the key factor that hampered employees' productivity at workplace, said 40% of the surveyed professionals.

This finding is also in sync with the notion of role theory which states that role ambiguity will increase an individual's dissatisfaction with his or her role, hesitation over decisions, anxiety and confusion, resulting in ineffective performance which leads to low productivity (Kahn et al., 1964).

5.3 Conclusion
5.3.1 Team goals and Employee productivity
This study rejected the null hypothesis which states that there is no significant effect of team goals on employee productivity at Airtel Telecom Company in Uganda and accepted the alternative hypothesis which states that there is a significant effect of team goals on employee productivity at Airtel Telecom Company in Uganda. Therefore, this study concluded that team goals has a positive significant effect on employee productivity with an improvement in the level of team goals resulting into an increase in employee productivity and a decrease in

the level of team goals leading to a decrease in the level of employee productivity. This study also concludes that employee productivity can be improved through team goals by allowing employees to set individual goals in line with the company team goals, ensuring that action plans towards attaining team goals are always designed for the teams, setting common team goals to be achieved by employees within a team by the company.

5.3.2 Interpersonal relation and employee productivity
This study rejected the null hypothesis which states that there is no significant effect of interpersonal relation on employee productivity at Airtel Telecom Company in Uganda and accepted the alternative hypothesis which states that there is a significant effect of interpersonal relation on employee productivity at Airtel Telecom Company in Uganda. Therefore, this study also concluded that interpersonal relation has a positive significant effect on employee productivity at Airtel with an increase in the level of interpersonal relation leading to an increase in the level of employee productivity and a decrease in the level of interpersonal relation leading to a decrease in the level of employee productivity. This study also concludes that employee productivity can be increased through interpersonal relation by ensuring that

Supervisors show sympathy and concern for employees, employees communicate freely with their fellow work colleagues, a utilizing an open line communication among managers, supervisors and subordinates.

5.3.3 Role clarification and employee productivity
This study rejected the null hypothesis which states that there is no significant effect of role clarification on employee productivity at Airtel Telecom Company in Uganda and accepted the alternative hypothesis which states that there is a significant effect of role clarification on employee productivity at Airtel Telecom Company in Uganda. Therefore, this study concluded that role clarification has a positive significant effect on employee productivity at

Airtel with an increase in the level of role clarification leading to an increase in the level of employee productivity and a decrease in the level of role clarification leads to a decrease in the level of employee productivity. This study also concludes that employee productivity can be improved through role clarification by having clearly defined responsibilities for employees, ensuring that employees know what exactly to do in their job and having clearly defined tasks for employees.

5.4 Recommendation

This study recommends that Airtel Uganda should invest more in interpersonal relation, followed by role clarification and lastly team goals in order to increase the productivity of their employees.

5.4.1 Team goals and employee productivity

This study recommends that Airtel Uganda should put in more effort in building team goals among employees so as to increase employee productivity.

This study suggests that Airtel Uganda should invest in developing team goals through; enabling employees to set individual goals in line with the company team goals, ensuring that action plans towards attaining team goals are always designed for the teams and setting common team goals to be achieved by employees within a team.

5.4.2 Interpersonal relation and employee productivity

This study recommends that Airtel Uganda should put in more effort in building interpersonal relation among employees so as to increase employee productivity.

This study also suggests that for Airtel Uganda to increase their employee productivity through interpersonal relation, the company should invest more in ensuring that supervisors show sympathy and concern for employees, employees communicate freely with their fellow

work colleagues, and existence of an open line communication among managers, supervisors and subordinates.

5.4.3 Role clarification and employee productivity

This study recommends that Airtel Uganda should put in more effort in role clarification amongst employees so as to increase employee productivity.

This study suggests that for Airtel Uganda to improve their employee productivity through role clarification, Airtel should invest more in having clearly defined responsibilities for employees, ensuring that employees know what exactly to do in their job and having clearly defined tasks for employees.

5.5 Contribution of the study

This study has generated knowledge with regards to the effects of team building on employee productivity which has filled the knowledge vacuum within our study context and can be used as a reference point by other scholars.

This study has also provided relevant information and recommendation to Airtel Uganda which Airtel Uganda can bench mark on with regards to teambuilding and employee productivity.

This study has also widened the researcher's understanding of the concepts of team building and employee productivity.

5.6 Limitation of the study

This study was only conducted in the main head quarter of Airtel Uganda. Thus, the findings may not be generalizable to the branches of Airtel Uganda in other districts. This could have been mitigated by considering multiple branches of Airtel Telecom Company.

This study was also limited by the COVID 19 pandemic which made the researcher to use small sample size for the study since most of the employees at Airtel headquarters were given

forced leave and they could not be accessed by the researcher. This could have been resolved by the use of Technology to reach out to the staffs that were given forced leave through the use of mailed questionnaires.

5.5 Area for further study

This study suggest that another study should be carried out in all the branches and outlets of Airtel since this study only focused on the main head quarter of Airtel Uganda.

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Appendix 1: Questionnaire

Dear respondent,

I'm Racheal Ampeire, a student of Masters in Business Administration under the Department of Management Science, Faculty of Graduate School of Kyambogo University conducting a study on team building and employee productivity. This study is to investigate why the effect of team building on employee productivity is still low by examining the effect of team goals, interpersonal relationships, role clarification on employee productivity. Your response is highly appreciated. **Please respond to the following by entering the appropriate code in the space provided**

SECTION A: RESPONDANT'S PROFILE

Respond to the following by entering the appropriate code in the space provided

NO	ITEMS	CODE
1	Age 1=18-30 2=31-40 3=41-50 4=51-60 5=61 and above	
2	Gender 1=Female 2=Male	
3	Marital status 1=Single 2=Married 3=Divorced 4=Widowed 5=Others (Specify)……………………………	
4	How long have you worked in the company? 1=0-1 2=2-5 3=6-10 4= 11 and above	
5	Level of education 1=O level 2=A level 3=certificate 4=Diploma 5=Degree 6=Master 7=PHD	

SECTION B: STUDY VARIABLES

Please indicate your opinion as per the level of disagreement or agreement with the statement below. Please answer by using a tick (√). Likert scale; 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

TEAM BUILDING						
TEAM GOALS		**SCORES**				
NO	**Items**	**1**	**2**	**3**	**4**	**5**
TG1	Common team goals to be achieved by me within a team are always set by the company					
TG2	I set my own goals within the organization framework					
GS3	I set individual goals in line with the company team goals					
TG4	Team goals are set in line with my goals					
TG5	Action plans towards attaining team goals are always designed for the team am in					
INTERPERSONAL RELATION		**SCORES**				
No	**Items**	**1**	**2**	**3**	**4**	**5**
IR1	There is open line communication among managers, supervisors and subordinates					
IR2	I receive information support through guidance, advice and suggestions from supervisors and managers					
IR3	I communicate freely with my fellow work colleagues					
IR4	My workmates listen and encourage me during time of hardships					
IR5	My supervisor shows sympathy and concern for others					
ROLE CLARIFICATION		**SCORES**				
No	**Items**	**1**	**2**	**3**	**4**	**5**
RC1	I have clearly defined tasks					
RC2	I have clearly defined responsibilities					

RC3	I know what exactly to do in my job					
RC4	I know my responsibilities at work					
RC5	I receive incompatible request from two or more people					
RC6	I receive assignment without the manpower to complete it					

SECTION C: EMPLOYEE PRODUCTIVITY

Please indicate your opinion as per the level of disagreement or agreement with the statement below. Please answer by using a tick (√). Likert scale; 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

COMMITMENT		SCORES				
No	**Items**	**1**	**2**	**3**	**4**	**5**
C1	I am always enthusiastic towards tasks assigned at a workplace					
C2	I feel responsible for the achievement of my organization goals, mission and vision					
C3	I am bond to the organizational goals, vision and mission					
TIMELINESS		**SCORES**				
No	**Items**	**1**	**2**	**3**	**4**	**5**
T1	I spend less time in accomplishing tasks than the stipulated time frame					
T2	I spend most of the working hours on social media and texting					
T3	I complete my work assignments timely					
T4	I am always on time to work					
T5	I submit my assignments beyond the stipulated time frame					

HOURS WORKED		SCORES				
No	Items	1	2	3	4	5
HW1	I always work according to the exact numbers of working hours prescribed in my contract					
HW2	I work for more hours than the required numbers of work hours slated in my contract					
HW3	I always work over time					
QUALITY OF SERVICES		SCORES				
No	Items	1	2	3	4	5
QOS1	I promptly respond to customer needs					
QOS2	I promptly resolve complains of customers					
QOS3	Customers are always confident in me resolving their issues					
QOS4	I provide reliable services to customers					

THANK YOU