MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

STANDARD OPERATING PROCEDURES AND SURVIVAL OF PUBLIC TRANSPORT OPERATORS IN KAMPALA

BY

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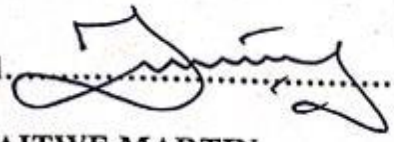
A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL (FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF MAKERERE UNIVERSITY

PLAN A

October, 2024

DECLARATION

I hereby declare that this dissertation is a direct result of my own original ideas and no part of it has been presented for another degree in this University or elsewhere.

Signed.......... **Date**.....14.10.2024.....

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APPROVAL

This dissertation has been submitted for examination with the approval of my supervisors whose signatures are appended against their respective names below;

Signed..... Date..14/10/2024.....

Dr. Mabel Birungi Komunda

Signed..... Date..14/10/2024.....

Mr. Philip Mubiru

DEDICATION

I dedicate this piece of work to the Almighty God for wisdom and the gift of life for without life, this would not have been possible.

My loving mother Mrs. Harriet Turyazooka, who is my earthly God and has always encouraged and supported me both financially and emotionally right from birth.

I also dedicate this work to my loving wife Eng. Diana Turyasiima, my daughter Daniella Melinda Ainomugisha and to my sons Marvin Apstar Turyazooka and Malcom Miracle Arinaitwe. They have had to endure with so many sacrifices to ensure that my education journey is accomplished. May God bless you!

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TABLE OF CONTENTS

DECLARATION i
APPROVAL ii
DEDICATION iii
ACKNOWLEDGMENT iv
Table of Contents v
LIST OF TABLES vii
LIST OF ACRONYMS viii
ABSTRACT ix
CHAPTER ONE 1
INTRODUCTION 1
1.1 Introduction 1
1.2 Statement of the Problem 3
1.3 Purpose of the Study 3
1.4 Research Objectives 3
1.5 Research Questions 4
1.6 Scope of the Study 4
1.7 Significance of the Study 5
1.8 Conceptual Framework 6
CHAPTER TWO 7
LITERATURE REVIEW 7
2.1 Introduction 7
2.2 Theoretical Review 7
Standard Operating Procedures 8
Business survival 9
2.2 Half-loading Capacity and Business Survival 10
2.3 Sanitization and Business Survival 12
2.4 Mask wearing and Business Survival 14
2.5 Predictive power of Half-loading capacity, Mask wearing and Sanitization on Business Survival 15
CHAPTER THREE 18
METHODOLOGY 18
3.1 Introduction 18
3.2 Research Design 18
3.3 Study Population 18

3.4 Sample size and Selection technique 19
3.5 Data Sources 19
3.6 Data Collection Instruments 19
3.7 Validity and Reliability 20
3.8 Data Analysis, Presentation and Interpretation 21
3.9 Measurement of variables 21
3.10 Ethical Considerations 22
CHAPTER FOUR 23
PRESENTATION AND INTERPRETATION OF FINDINGS 23
4.1 Introduction 23
4.2 Response Rate 23
4.3 Demographic Characteristics 23
4.3.1 Respondents Characteristics 23
4.3.2 Business Characteristics 25
4.4 Correlation Analysis 26
4.4.1 Half-loading Capacity and Business survival 26
4.4.2 Sanitization and Business survival 27
4.4.3 Mask wearing and Business survival 27
4.5 Multiple Regression Analysis 27
CHAPTER FIVE 30
DISCUSSION, CONCLUSION AND RECOMMENDATIONS 30
5.1 Introduction 30
5.2 Discussion of Findings 30
5.2.2 Half-loading capacity and Business Survival 30
5.2.2 Sanitization and Business Survival 31
5.2.2 Mask Wearing and Business Survival 32
5.2.3 Half-loading, Sanitization, Mask Wearing and Business Survival 33
5.3 Conclusion 34
5.4 Recommendations 35
5.5 Limitations of the study 36
5.6 Areas for further study 36
References 37
Appendix I: Questionnaire 43
Appendix II: The Rogers (1975) Sampling Table 46

LIST OF TABLES

Table 3.1 Validity and Reliability.....21
Table 4.1: Respondents' Characteristics.....24
Table 4.2: Business Characteristics 25
Table 4.3: Pearson correlation Analysis 26
Table 4.4: Multiple Regression Analysis.....28

LIST OF ACRONYMS

COVID-19	Coronavirus Disease of 2019
DRC	Democratic Republic of Congo
SMEs	Small Medium Enterprises
SOPs	Standard Operating Procedures
SPSS	Statistical Package for Social Sciences
UBOS	Uganda Bureau of Statistics
USA	United States of America
PMT	Protection Motivation Theory

ABSTRACT

The study examined the relationship between standard operating procedures and business survival of public transport operators in Kampala. This was a cross-sectional research design with a quantitative research approach. A sample of 375 public transport operators was used based on Rogers Sampling Table 1975. Primary data was obtained from either a taxi driver or conductor using a structured questionnaire. SPSS v. 25 was used to analyze data to obtain frequency tables, correlation and regression analysis to interpret results. The study found a negative association between half-loading capacity and business survival ($r = -.685$, $p<.01$). The study also found a negative association between sanitization and business survival of public transport in Kampala ($r = -.505$, $p<.01$). More so, a negative association was also obtained between mask wearing and business survival of public transport in Kampala ($r = -.526$, $p<.01$). The study found that standard operating procedures of half loading capacity, sanitization, and mask wearing were negative significant predictors of business survival. The most significant predictor of business survival of public transport in Kampala was half-loading capacity. The study concludes that the effects of the strategies undertaken by government to combat the spread of COVID-19, especially standard operating procedures continue to manifest in public transport domain. The study recommends government to consider offering tax holidays to public transport operators in future similar circumstances to enable them recover from the shocks like those brought about by COVID-19. It also recommends government to venture into the public health initiative of having all public transport terminals fitted with sanitization equipment to facilitate commuters and offload the costs of sanitization from the public transport operators. The stakeholders should encourage the general public to embrace the SOP of mask wearing since it's an individual concern that is good for their personal protection from health hazards like COVID-19. The study suggests further research in areas, namely; longitudinal study examining business survival of public transport after COVID-19.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The invasion of COVID-19 worldwide in 2019 affected businesses disproportionately, and one of the businesses which was greatly affected was public transport (Tirachini & Cats, 2020). At the onset of the pandemic, governments undertook drastic policies that included imposition of standard operating procedures, stay-at-home policy for schools, public institutions and workplace closures as well as cancellation of mass events and public gatherings. These measures directly affected sales and revenues generated by public transport operators as well as the general demand for public transport (Wielechowski, Czech & Grzęda, 2020). Although most of these measures were later lifted in almost every nation including Uganda, their devastating impact still remained visible (Downey, Fonzone, Fountas & Semple, 2022).

Globally, public transport operators expressed concern over the certainty of their business in the aftermath of COVID-19 pandemic. World Economic Forum (2021) indicated the demand for public transport had declined by over 70% during the pandemic, and businesses continued to report a decline in income of more than US$ 1.75 billion. In Africa, the demand for public transport declined by more than 85.7%, costing public transport operators as much as US$ 398 million on a daily basis. Notably, in Kenya, 70% of commuters significantly reduced on the demand for taxis/matatus. On average, the profits generated by public transport operators in Kenya before the pandemic ranged between US$ 36.91 and US$ 40 but significantly declined to between US$ 17.9 and US$ 21.8 during and after the pandemic (Bird, Kriticos & Tsivanidis, 2022). In Uganda, Uganda Bureau of Statistics (UBOS, 2020) indicated that sales volume by public transport declined by more than 29.4%, as a result of many commuters

opting for other means of transport, or acquiring private cars to simplify mobility. Much as these businesses are operating normally, their sales and profitability have remained mild (UBOS, 2022). One of the areas that was greatly affected was Kampala, where customers of public transport declined by over 2 million. Public transport operators also indicated a record decline in profitability by nearly 40% (UBOS, 2022).

According to the Protection Motivation Theory (PMT) propounded by R.W Rogers (1975), adversity instigates threat which negatively affects the way individuals behave in the long run. Where an individual perceives severity of adversity as serious, he/she will exhibit negative behaviour in the future even when such a situation is no longer in existence. As a consequence, they will avoid engaging in specific activities which they used to, something which affects their demand for services (Rogers, 1975). From this theory, it is clear that survival of public transport was dependent upon how customers perceived standard operating procedures which were introduced during COVID-19. Indeed, Dzisi and Dei (2020) indicated that demand for public transport remained low because customers felt unsafe to use public transport following the outbreak of the COVID-19 pandemic. Moreover, standard operating procedures were increasing the cost of operations, hence affecting the ability of public transport to generate profits (Mugume, Opolot, Namanya & Kasekende, 2020).

Notwithstanding, there was absolutely limited empirical evidence to explain the extent to which standard operating procedures which were imposed during COVID-19 pandemic were affecting business survival of public transport as most studies were conducted during the pandemic, and in other countries (Shen, Duan, Zhang, Wang, Ji, Wang & Shi, 2020; Wielechowski, Czech & Grzęda, 2020). As a consequence, it remained unclear how standard operating procedures imposed on public transport operators during COVID-19 pandemic affected business survival in Uganda, specifically Kampala.

1.2 Statement of the Problem

Survival of public transport in Kampala continued to decline from March, 2020 when COVID-19 was declared in Uganda. This was mainly manifested in the decline in sales and revenues of public transport in Kampala. Overall demand for public transport in Kampala declined by 29.4% when government introduced standard operating procedures to be followed when running this business (Uganda Bureau of Statistics, 2020). Surprisingly, the demand for public transport further declined by 2 million commuters even after declaring the country COVID-19 free. Revenues of public transport remained lower than 40% even after these operators were allowed to run their business normally without SOPs (UBOS, 2022). If this was not checked, it was possible that some of the public transport operators could close operations, something which could affect the transportation sector in the entire country. Scholars (Dzisi & Dei, 2020; Shen et al., 2020; Wielechowski et al., 2020) implied that standard operating procedures could be affecting business survival of public transport. Although, these studies were conducted in other countries, they raised serious questions as to whether this could be the case in Uganda's context hence the need for this study.

1.3 Purpose of the Study

To examine the relationship between standard operating procedures and survival of public transport operators in Kampala.

1.4 Research Objectives

i.) To assess the association between half loading capacity and survival among public transport operators in Kampala

ii.) To establish the association between sanitization and survival of public transport operators in Kampala

iii.) To assess the association between mask wearing and survival of public transport operators in Kampala

iv.) To examine the predictive power of half loading capacity, sanitization and mask wearing on survival of public transport operators in Kampala

1.5 Research Questions

i.) What is the association between half loading capacity and survival among public transport operators in Kampala?

ii.) What is the association between sanitization and survival of public transport operators in Kampala?

iii.) What is the association between mask wearing and survival of public transport operators in Kampala?

iv.) What is the predictive power of half loading capacity, sanitization and mask wearing on survival of public transport operators in Kampala?

1.6 Scope of the Study

Content Scope

This study concentrated on two variables, namely; standard operating procedures and business survival. The concept of standard operating procedures was studied as an independent variable whereas business survival was the dependent variable. This study mainly focused on examining how the independent variable relates and predicts the dependent variable.

Geographical Scope

This study concentrated on public transport operators in Kampala. The study focused on this sector because it experienced one of the toughest government containment measures where public transport in Uganda was banned for nearly three months (Waiswa, 2020). Much as they were later allowed to start operating in June, 2020, they were presented with stringent standard operating procedure guidelines under which to operate. Some of these included; half

loading capacity, making sure everyone on board wore a mask, having a designated route channel and ensuring everybody was sanitized before boarding (Atukunda, 2020).

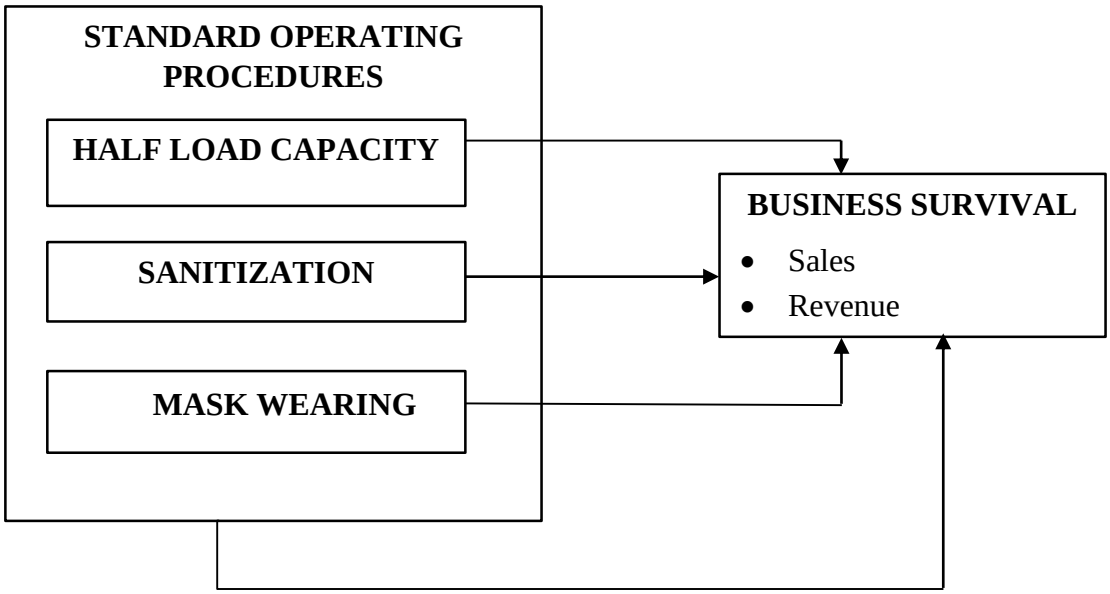
1.7 Significance of the Study

The findings could be used by public transport operators in decision making. Upon expressing the magnitude of standard operating procedures on business survival, this information could guide public transport operators in findings better ways they could carry on with their business.

This study would also provide sufficient empirical evidence to policy makers indicating how standard operating procedures imposed on public transport operators posed a threat to business survival. This information could also be used by policy makers for relaxing some of the prevailing COVID-19 containment measures and for future decision making.

The findings could also be helpful in future research as it is possible that future researchers may use the content herein as a source of reference as they seek to comprehend the same variables in a different study context.

1.8 Conceptual Framework



Source: Adopted and modified from Chen, Yang, Yang, Wang & Bärnighausen, 2020; Fairlie, 2020; Hale, Petherick, Phillips & Webster, 2020; Stokes & Blackburn, 2002; Tirachini & Cats, 2020.

The conceptual framework illustrates that business survival of public transport operators is dependent on standard operating procedures. The model indicates that standard operating procedures in terms of half loading capacity, sanitization and mask wearing can ably influence business survival. In the same way, the model further indicates that jointly, half loading capacity, sanitization and mask wearing determine business survival, more so; for public transport.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter provided a review of literature in relation to objectives of the study which were; to assess the relationship between half loading capacity and business survival; sanitization and business survival; mask wearing and business survival; and the predictive power of half loading capacity, sanitization and mask wearing on business survival of public transport operators in Kampala.

2.2 Theoretical Review

This study was informed by the Protection Motivation Theory. Initiated by Rogers, R.W (1975), Protection Motivation Theory explains how individuals' reaction during pandemic effects affect behaviour and actions which subsequently affects businesses. According to this theory, individuals are propelled to become more cautious and react in a protective way when a health threat is noticed (Norman, Boer, Seydel & Mullan, 2015). According to this theory, individuals develop a threat appraisal which makes them perceive high severity of a health threat, and high propensity of reoccurrence of the prevailing health threat (Westcott, Ronan, Bambrick & Taylor, 2017). This theory emphasizes that an individual will exhibit two appraisals, threat and coping although the majority of individuals will demonstrate behaviour which relates to threat appraisal.

Protection motivation theory emphasizes that individuals will express threat behaviour by mitigating or avoiding activities which increase their exposure to a health concern (Rogers, R.W 1975). From this theory, it can be evidenced that the outbreak of COVID-19 pandemic which resulted in the introduction of standard operating procedures can explain the variations in business survival of public transport. It demonstrates that even with the standard operating procedures, commuters could have perceived high severity of COVID-19 pandemic to reduce

their demand. Much as standard operating procedures were later lifted, a threat appraisal could still be making individuals perceive a high likelihood of reoccurrence hence minimizing demand for public transport. Henceforth, protection motivation theory was considered an appropriate theory in explaining the relationship between standard operating procedures and business survival from a public transport perspective.

Standard Operating Procedures

Standard Operating Procedures (SOPs) is a concept which is mainly defined in relation to the context in which it is studied. According to Akyar (2012), standard operating procedure is a term whose definition requires the context and area of focus. Although this concept has been in existence for decades, it became more prominent following the outbreak of COVID-19. This concept was used to describe the processes and procedures that were instituted to describe in detail the way of doing various activities differently from the generally known practices (Lucchesi, Tavares, Rocha & Larranaga, 2022; Sham, Xuen, Ting & Hye, 2022). In the context of public transport, standard operating procedures referred to the operating processes and procedures which were imposed as precautionary measures on public transport aimed at ensuring uninterrupted public transport service and minimization of the spread of the COVID-19 virus (Naveen & Gurtoo, 2022). According to Lucchesi et al., (2022), the establishment/insitution of standard operating procedures saw a sharp decline in the overall demand for public transport among commuters. While one may reason that decline was inclined to half loading capacity order, COVID-19 made many commuters to perceive public transport as a generally not safe means of transport.

Generally, standard operating procedures was an ambiguous concept with no standard measures (Basnak, Giesen & Muñoz, 2022; Naveen & Gurtoo, 2022; Sham et al., 2022). The underlying reason was lack of a unified set of processes and practices across different fields. Researchers then put their concentration on identifying the operation procedures to

comprehend standard operating procedures in public transport (Dong, Ma, Jia & Tian, 2021; Tirachini & Cats, 2020; Liu, Miller & Scheff, 2020). In Uganda, standard operating procedures which were subjected to public transport included; half-loading capacity; mask wearing; and sanitization of passengers before they loaded passengers (Busingye, 2021; Semwogerere, Baker Kucel, Igga, Lusiba, Gavamukulya, Namwanje & Barugahare, 2022). These were used as measures of standard operating procedures in the context of public transport in Uganda.

Business survival

According to Nkundabanyanga, Mugumya, Nalukenge, Muhwezi and Najjemba (2019) business survival is the ability of a business to perform consistently and exist indefinitely. Likewise, it refers to the ability of a business to achieve intended outcomes and expectations which are in line with the mission, goals and objectives no matter the difficulties they encounter (Amah, 2017; Ortiz-Villajos & Sotoca, 2018). From the definitions, it is clear that business survival requires coping and adopting with changes faced when running the business. This helps the business to exercise resilience to guarantee business functionality in the long run. Business survival has been pointed out as one of the most important variables in research. It is widely emphasized that survival is associated with improved economies of scale, increased profitability, sales increment and adaptability, hiring the best employees, and employee satisfaction among others (Nkundabanyanga et al., 2019; Ortiz-Villajos & Sotoca, 2018).

While different measures have been used to comprehend business survival, dimensions of profitability and sales have received a lot of attention (Bonsu & Kuofie, 2019; Nassuna, Jeppensen & Balunywa, 2022; Nkundabanyanga et al., 2019; Zohuri, Moghaddam and Mossavar-Rahmani, 2022). Sales are regarded the primary component for growing the

business (Modarresi, Arasti, Talebi & Farasatkhah, 2017). Moreover, sales generated by any business has an implication on the profitability. On the other hand, profitability refers to the potential of a venture to be financially successful (Ritter & Pedersen, 2020; Zohuri et al., 2022). This may be assessed before entering into business or it may be used to analyze a venture that is currently operating. There are three basic situations that can describe a business financial situation; It can be profitable, it can break even or it can operate at a loss. In most cases an organization's goal is to make profit (Nassuna et al., 2022).

2.2 Half-loading Capacity and Business Survival

Coronavirus outbreak was the most recent world tragedy that affected all sectors in economy including billions of people globally (Shah et al., 2020). However, its outbreak was associated with the implementation of various preventive government efforts including enforcing half loading so as to safeguard public health. Consequently, the enforcement of half loading capacity imposed negative impacts on the global economy among which transport operators, and small medium enterprises (SMEs) with discrepancies in business survival identified as one of the most immediate effect. This impact was well discussed about by numerous scholars, researchers and practitioners such as Bouey (2020) who identified enforcing half loading capacity as one of the government pro-active measures that inhibited effective dealings most especially during the global lockdown thus keeping many businesses in a dawn of recession thus threatening business survival.

Consistent with the above, Greene and Rosiello (2020) stressed that half loading capacity considerably forced most transport businesses to operate below capacity which significantly affected their revenue and profitability. This eventually made it extremely difficult for some businesses to revamp and survive. An empirical study by Nicola et al., (2020) further stressed that enforcing half loading capacity greatly worsened likelihood of attaining business survival

most especially during the global pandemic crisis. The study mentioned that half loading capacity resulted into insufficient cash flows which consequently shrinked business survival. Much as the above study mentioned that half loading capacity shrinked business survival, the above conclusions were ascertained during the Covid-19 pandemic in Malaysian context.

A study conducted by Tang (2020) in Malaysia postulated that half loading capacity restrictions were likely to prompt sales warnings across consumers of many businesses which considerably constrained them from surviving the pandemic storm. Accordingly, an earlier study by Wahyudi (2014) also asserted that enforcing half loading capacity degenerated business survival. Results obtained across 2,172 firms in Indonesia indicated that half loading capacity more certainly increased business hurdles such as cash flow difficulties which all leave businesses under dismal survival. Moreover, Greene and Rosiello (2020) emphasized that half loading capacity restrictions were more likely to intensify work disruptions and also result into marked declines in the overall business consumption something that extensively diluted chances of improving business sales and profitability.

A similar conclusion was derived at by Bouey (2020) who revealed that imposing half loading capacity negatively affected market demand of various services which subsequently left many business units more fragile financially and cash-strapped. Another study by Craven, Liu, Mysore and Wilson (2020) directed towards the implication of Covid-19 on businesses, highlighted that enforcing half loading capacity was likely to indirectly force businesses to undertake retrenchment which later hampered their dimensions of attaining business survival.

Furthermore, He and Harris (2020) reaffirmed that half loading capacity restrictions diminished business survival chances since many businesses relied on regular customers for improved sales and profitability.

Nevertheless, previous empirical findings by Cassia and Minola (2012) indicated contradictory statements considering the relationship that existed between half loading capacity and business survival. Therefore, the association between half loading capacity and business survival was not conclusive since majority of the conducted studies were limited to the developed world. Much as some studies concentrated on the transport sector, their conclusions were flimsy and ascertained from developed economies. As such, there was a critical need to investigate the impact of such phenomena with more concentration directed towards public transport operators in Uganda's setting as a developing country.

2.3 Sanitization and Business Survival

Globally, standard operating procedures more so sanitization had been a frequent concern across management literature (Lin & Green, 2016). Existing literature had been pulverized up with wide spread controversies considering the relationship that existed between sanitization and business survival. While some scholars had related strict sanitization to business survival, it was not the case among other scholars which resulted into plentiful incontinences. For instance, an empirical study by Baloch et al., (2022) mentioned that over emphasizing sanitization procedures surely compromised business survival. According to the findings of this study, it was indicated that strict sanitization procedures made businesses both physically and psychologically monotonous which subsequently affected the business' survival span.

On the contrary, Fabeil, Pazim and Langgat (2020) maintained that strict sanitization procedures offer businesses with the best strategy of fostering customer health and safety thus extending conditions that considerably enhance business survival. In addition, a study conducted by De Oliveira, Da Cruz, Tavolaro and Corassin (2016) in Indonesia maintained that constricted sanitization procedures consequently put businesses in situations where quality is never going to be compromised. As a consequence, such businesses were likely to

claim considerable sales and profitability. Likewise, a study conducted by Hongdiyanto (2017) in a family business company revealed that with strict sanitization procedures, businesses were provided with the much-needed guidance and clarifications that accrued to business survival overtime. Similarly, a clinical study conducted by Barbé et al., (2016) among medical laboratories in DRC postulated that strict sanitization procedures avail medical firms with fundamental outlines which were required for guaranteeing business survival. More interestingly, an earlier study conducted by Amare (2012) under the same sector opined that those sanitization procedures were much more needed by health sector personnel to ensure continuity of health processes and eventual business survival. On the other hand, more recent finding by Mills et al., (2020) in USA mentioned that strict sanitization programs availed firms with the most necessary conditions for improving their internal safety processes and procedures regardless of the emerging crisis. Consequently, such improvements enhanced business survival.

Nevertheless, Andanti, Sulasmono and Mawardi (2019) postulated that constricted sanitization procedures undermined quality development and efficiency attainment which affected business survival.

Also, an earlier empirical study conducted by Peinel and Rose (2013) concluded that strict sanitization was more likely worsen business survival problems simply because it limited effective accomplishment of business programs which kept them locked up in wide spread survival threats.

The above contradictions therefore communicated that the association between standard operating procedures more so sanitization and business survival was not an obvious one, and subsequently making conclusive remarks must depend upon an empirically derived connection simply because majority of the existing studies were conducted elsewhere and

among other sectors not the transport sector. Therefore, a question of how sanitization programs related with business survival in the public transport sector was justified.

2.4 Mask wearing and Business Survival

There was scanty literature regarding the impact of mask wearing and business survival. Most importantly, mask wearing still remained controversial worldwide as far as business survival was concerned. However, there was growing interest in recent research to comprehend the extent to which mask wearing related with business survival. For instance, a study conducted by Kong, Oh and Lam (2021) across the hospitality industry mentioned that enforcing mask wearing was so vital in fostering business survival. According to this study, mask wearing was a proper gesture that displayed safety concerns of a business. Results obtained from 35 respondents therefore observed that mask wearing played an integral role in fostering business survival. In addition, the study further stressed that mask wearing was surely a new form of caring action that businesses mainly used during the pandemic times to demonstrate their professionalism so as to attain lengthened business survival.

Likewise, Severson (2020) also uncovered that mask wearing was a prominent ploy that businesses used to exhibit their caring boldness towards their clients in order to extend their survival span. In line with the above, Kong, Oh and Lam (2021) also maintained that during the pandemic times, business firms widely embraced the enforcement of mask wearing to display the attention and safety of customers. With this, businesses were able to lengthen their business dealings which stimulated their survival dimensions. Accordingly, Lau (2020) also maintained that mask wearing was positively associated with business survival. Results obtained from China's tourism industry revealed that strict mask wearing played an integral role in safeguarding customers from the pandemic thus stimulating customer satisfaction.

With high customer satisfaction levels, businesses were able to register increased sales and profitability.

Moreover, Fabeil, Pazim and Langgat (2020) also maintained that standard operating procedures more so, mask wearing had been recognized as vital in flourishing business survival during the pandemic times. The study assumed that strict mask wearing procedures enhanced resilience-based coordination among businesses which eventually enhanced business survivability. Consistently, Kong et al., (2021) also revealed that standard operating procedures more so, mask wearing allowed stakeholders across various business lines to effectively explore better-suited technologies not only to revamp their businesses but also to extend their survival duration. Furthermore, Pichierri and Petruzzellis (2022) also stressed that enforcing mask wearing across different businesses resulted into high levels of customer fondness. Consequently, a customer with remarkable fondness was more likely to support such businesses unstintingly thus increasing business survivability.

From the above, it was evident that much as there was a significant number of empirical evidence to indicate a positive relationship between mask wearing and business survival, the number of authors and the natures of businesses focused on were not related to public transport sector and thus this could not be underestimated. Moreover, there was relatively little recent literature to elaborate the issue further, resulting in a gap that could be addressed by conducting more research about the same in the public transport sector.

2.5 Predictive power of Half-loading capacity, Mask wearing and Sanitization on Business Survival

There was scanty literature regarding the impact of half-loading capacity, mask wearing and sanitization on business survival in a single study. However, there was growing interest in research to comprehend the extent to which these ascendants were responsible as far as

business survival was concerned. The existing empirical studies had been subject to debate. Certainly, scholars like Bouey (2020) had emphasized that half-loading capacity was the most predicting variable in determining the direction of business survival. According to the results obtained under this study, half-loading capacity forced businesses to operate below the maximum volume, something which affected the profitability and sales capacity of businesses. Consequently, this left businesses in a slump thus threatening business survival.

Likewise, a study conducted by Nicola et al., (2020) in a Malaysian context had suggested that half-loading capacity was the most significant predictor of business survival. According to the findings of the above study, half-loading capacity resulted into unsatisfactory cash flows which consequently shrinked chances of claiming business survival. On the contrary, an empirical study conducted by Baloch et al., (2022) had emphasized that strict sanitization procedures were the most significant predictors of business survival. According to the findings of the above study, sanitization procedures guaranteed customer safety and health which created clear grounds that fostered increased sales and profitability.

Also, Da Cruz et al., (2016) had mentioned that constricted sanitization procedures usually put businesses in situations where eminence was enhanced which eventually increased business sales and profitability. From a medical perspective, Barbé et al., (2016) stressed that strict sanitization procedures were very significant in influencing business survival. Results obtained herein revealed that thorough sanitization availed medical firms with ultimate frameworks necessary in pushing business survival. Nevertheless, a study conducted Kong et al., (2021) mentioned that mask wearing was the most vital as far as business survival was concerned. The study asserted that mask wearing was usually a proper gesticulation for displaying customer's safety concern which eventually drives business sales and profitability.

Moreover, Lau (2020) further revealed that mask wearing was the salient element for driving business survival.

From the above scholarly presentations, a puzzle among different scholars and academia in explaining which variable was the highest predictor of business survival was eminent and such studies which combined half-loading capacity, sanitization and mask wearing as potential influencers of business survival were so inadequate, if not excluded from scholarly world. This had a strong implication for business managers, operators and governments since they could not easily identify which specific preemptive measure to be lessened as far as business survival was concerned. This was the validation for conducting this study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explained how the study was conducted by describing the methodological aspects in regard to research design, study population, sample size and selection technique, data source and data collection instrument. Further, this chapter explains how validity and reliability of the instrument was achieved, how data was analyzed and interpreted, measurement of variables and ethical considerations which were ensured when carrying out research.

3.2 Research Design

This study adopted a cross sectional research design with a quantitative research approach. This research design was selected because of its fitness for purpose. This research had a short time frame within which it was executed, which necessitated adopting a research design which allowed data collection in a snapshot. Additionally, cross-sectional research design studies were important because they enabled the research being undertaken to come up with fast conclusions and recommendations to the research phenomenon (Creswell, 2014). The quantitative research approach was applied because it provided clear results to show the cause-and-effect relationships between variables.

3.3 Study Population

The study population comprised of 15,000 registered taxis under Kampala Capital City Authority (KCCA Revenue Collection Office, 2021). Individual taxis were regarded as the unit of analysis. And in every taxi, the study focused on either a driver or conductor. These served as the unit of inquiry.

3.4 Sample size and Selection technique

This study targeted a sample of 375 public transport operators in Kampala as determined based on Rogers Sampling Table 1975. The researcher applied convenient sampling technique to obtain the sample because of its effectiveness in obtaining a sample from a complex population. Some of the public transport operators in Kampala did not have designated stages or routes of operation, thus necessitating the application of convenience sampling. The researcher accessed public transport operators by visiting the different taxi parks, different streets and suburbs within Kampala where some of them were stationed. The researcher selected either a conductor or driver of every taxi selected. All drivers and conductors who could not comprehend English were dropped.

The sampling frame was justified by the necessity to accommodate the complexity and lack of designated stages or routes among public transport operators in Kampala, thereby ensuring a representative sample through convenience sampling.

3.5 Data Sources

This study used primary sources of data to analyse and interpret results. Data used herein was obtained from the unit of inquiry during data collection. This data source was opted because it availed the most recent information on the subject matter.

3.6 Data Collection Instruments

This study used a structured questionnaire instrument to obtain data from respondents. The questionnaire was used because it simplified the process of collecting data from a large and dispersed sample. The tool was also considered highly effective for obtaining data that was meant to be analyzed quantitatively (Saunders, Lewis & Thornhill, 2007). The instrument contained closed-ended questions which were gauged on a 5-Point Likert scale. The scale was defined as 1-strongly disagree, 2-disagree, 3-not sure, 4-agree, and 5-strongly agree. This

scale was adopted because it enabled respondents to express the extent to which they agreed with different notions.

3.7 Validity and Reliability

Validity

This study used expert judgment and Content Validity Index (CVI) to determine validity. Under expert judgment, the researcher sought guidance from supervisors and other experts on public transport during the drafting process. The questionnaire was amended in accordance to the advice received to come up with the final instrument used. On the other hand, the researcher provided the questionnaire to specific people who were deemed knowledgeable to indicate the items they considered "relevant" or "not-relevant" for purposes of ensuring content validity. The researcher used these results to compute the CVI. As a general rule, items under a given variable were considered appropriate measures when the CVI were 0.7 or better (Dassen & Gemenis, 2012). CVI results obtained during this exercise are presented in table 3.1.

Reliability

Reliability was determined through pretesting and computing Cronbach Alpha coefficient. Pretesting involved conducting a mini-survey to analyze consistence of responses. The study also entered results in Statistical Package for Social Sciences (SPSS v.25) to compute the Cronbach Alpha Coefficient under each variable. According to Nunnally and Bernstein (1994), the computed Cronbach Alpha Coefficient obtained under a given variable was at least 0.7. The computed Cronbach coefficients obtained in this study are presented under table 3.1.

Table 3.1 Validity and Reliability

Variable	CVI	Cronbach's Alpha	N of Items
Half-loading capacity	0.78	0.85	4
Sanitization	0.87	0.86	7
Mask wearing	0.73	0.82	4
Totals	**2.38**	**2.52**	**15**

Source: Primary Data

Table 3.1 shows that the CVI obtained in relation to standard operating procedures and business survival were above the threshold of 0.7. This meant that the instrument used to collect data in the study contained good measures. This implied that the instrument was fit for the purpose for which it was drafted. Cronbach Alpha coefficients on the other hand were also above 0.7. Thus, the results were consistent and worthy for making conclusions and recommendations.

3.8 Data Analysis, Presentation and Interpretation

Data obtained from the field was sorted, cleaned, edited, coded and later on entered SPSS (v. 25) for analysis. The study used a frequency table and inferential statistics to interpret results. Frequency table was used to present results related to demographic characteristics and interpreted using percent values. Inferential statistics on the other hand comprised correlation and regression. The study used Pearson Correlation Analysis to determine the nature of the relationship (whether positive or negative) between studied variables and the dependent variable. This model addressed objectives one, two and three herein. A hierarchical multiple regression analysis was applied to determine the predictability of studied variables on the dependent variable. This model facilitated addressing the fourth objective herein.

3.9 Measurement of variables

Standard Operating Procedures in the context of public transport included; half-loading capacity, sanitization and mask wearing (Dzisi & Dei, 2020; Lakuma et al., 2020; Mugume et

al., 2020). This study used a total of 15 self-developed items, where half-loading capacity had four (4), sanitization had seven (7) and wearing a mask had four (4). Each of the items was anchored on a 5-point Likert scale to obtain responses.

Business survival was comprehended in terms of sales and profitability (Dzisi & Dei, 2020; Stokes & Blackburn, 2002; Tirachini & Cats, 2020). The researcher self-developed a total of 8 items with sales and profitability having four (4) items each. The items were anchored on a 5-point Likert scale to facilitate responses.

3.10 Ethical Considerations

This study was conducted in consideration of specific ethical considerations. The researcher waited until the research proposal was approved by the university before engaging in data collection. The researcher endeavored to explain to potential respondents about the purpose of the study and the relevance of the study and all those who could not comprehend were dropped. This was done to make sure those who accepted to participate in the study gave informed consent. Importantly, participation in this study was purely voluntary as the researcher did not offer or promise to offer anything in return to whoever accepted to participate. Respondents were also assured confidentiality of their responses. To ensure so, the researcher ensured that whoever accepted to participate was secretly provided with a copy of the instrument. The researcher also made sure that the questionnaire presented to respondents did not require them to disclose their personal sensitive information such as the telephone number and names. The researcher allowed respondents to fill the questionnaire within their time of convenience and reminded them accordingly to do so in respect to their proposal.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter provides the presentation and interpretation of findings based on the objectives of the study which were; assess the relationship between half loading capacity and business survival of public transport operators; establish the relationship between sanitization and business survival of public transport operators; assess the relationship between mask wearing and business survival of public transport operators and to examine the predictive power of half loading capacity, sanitization and mask wearing on business survival of public transport operators in Kampala.

4.2 Response Rate

The study obtained data from a total of 241 public transport operators, as opposed to 375 that were targeted. The number of respondents declined because all the questionnaires that were wrongly filled were eliminated. Accordingly, the study achieved a response rate of 64.2%, implying that the study obtained sufficient data which was good enough to be based on for making conclusions and recommendations.

4.3 Demographic Characteristics

This study used frequency tables to present demographic results. The demographics obtained included both respondents' and business characteristics.

4.3.1 Respondents Characteristics

The study obtained information regarding gender, age, education level, category of respondents and working experience of respondents. The results are presented in table 4.1.

Table 4.1: Respondents' Characteristics

Demographic Characteristic	Frequency	Percent
Gender		
Male	231	95.9
Female	10	4.1
Age		
<25 yrs	15	6.2
25-30 yrs	84	34.9
31-34 yrs	70	29.0
35-39 years	29	12.0
40-44 yrs	27	11.2
45 above	16	6.6
Education Level		
Lower Primary	51	21.2
Upper Primary	88	36.5
Secondary	64	26.6
Tertiary	38	15.8
Category		
Driver	104	43.2
Conductor	137	56.8
Working experience		
Less than 2 years	26	10.8
2-4 yrs	60	24.9
5-7 yrs	57	23.7
8 and above	98	40.7
Note: n=241		

Source: Primary Data

Results presented in table 4.1 indicated that majority of the respondents were male (95.9%).These findings meant that the dominant workforce among public transport operators in Kampala comprised more of males as opposed to females. This could be explained by the fact that most of the public transport-related roles favour males over females for they are energetic and more aggressive. Furthermore, the results revealed that most participants were aged between 25-30 (34.9%). This meant that public transport operators employ more of the young and perhaps young people are always more flexible and self-motivated in their actions. Additionally, the results in table 4.1 showed that majority of workforce among public transport operators in Kampala have at least attained upper primary level (36.5%). This

meant that a reasonable number of respondents among the public transport operators were capable of fully comprehending the options provided in the data collection tool and equally provide realistic responses regarding public transport business and operations. Results from table 4.1 indicated that the most dominant category of respondents captured under this particular study were conductors represented by 56.8%. This portrayed that at least conductors were always well-informed about the day-to-day revenues generated by the public transport business. Furthermore, results in table 4.1 indicated that most of the respondents revealed having working experience of 8 years above (40.7%). This implied that most of the public transport operators had vast experience in transport business. Therefore, they fully understood the dynamics associated with transport business which increased the propensity of their survival in business.

4.3.2 Business Characteristics

This study sought information regarding taxi ownership, revenue reporting frequency (by non-owners to owners, and general), average daily income before and after COVID-19. The results are presented in table 4.2.

Table 4.2: Business Characteristics

Demographic Characteristic	Frequency	Percent
Ownership		
Driver	77	32.0
Conductor	108	44.8
Others	56	23.2
Average daily revenue before COVID-19		
Less than 100,000	14	5.8
100,000-150,000	68	28.2
150001-200,000	131	54.4
>200,000	28	11.6
Average revenue earned after COVID-19		
Less than 100,000	59	24.5
100,000-150,000	168	69.7
150001-200,000	14	5.8

Source: Primary Data

Results indicated in table 4.2 showed that majority of taxis involved in offering public transport services in Kampala were owned by conductors (44.8%). This result meant that majority of the taxi owners were directly involved in the daily running of the taxi. They were working as conductors as a strategic move to directly manage every income and expenditure of the business. This was important in minimizing business uncertainty as owners. Most of the respondents revealed that they averagely earned 150,001 and 200,000 daily (54.4%) before COVID-19. However, with the invasion of COVID-19, which came along with enforcement of standard operating procedures, most respondents revealed that they earned between 100.000-150.000 (69.7%). A comparative analysis of these responses signifies that the invasion of COVID-19 pandemic had drastically affected incomes earned by public transport operators posing a threat to their survival.

4.4 Correlation Analysis

Pearson Zero-Order Correlation analysis was obtained to establish the association between standard operating procedures of half loading, sanitization, and mask wearing with business survival. The analysis was used to address objective 1 to 3. These results are presented in table 4.3.

Table 4.3: Pearson Correlation Analysis

Variable	Half Loading	Sanitization	Mask Wearing	Business Survival
Half Loading	1			
Sanitization	.436**	1		
Mask wearing	.472**	.332**	1	
Business survival	-.685**	-.505**	-.526**	1

**. Correlation is significant at the 0.01 level (2-tailed).

4.4.1 Half-loading Capacity and Business survival

The first objective was to assess the association between half loading capacity and business survival of public transport operators; As shown in table 4.3, correlation results revealed a

significant and negative association between half-loading capacity and business survival (r=-.685, p<.01). These results meant that the more half-loading capacity was effected, the more likely it decreased business survival of public transport in Kampala.

4.4.2 Sanitization and Business survival

The second objective was to establish the relationship between sanitization and business survival of public transport operators; As shown in table 4.3, results established a significant and negative association between sanitization and business survival of public transport in Kampala (r=-.505, p<.01). The results meant that enforcing sanitization as a standard operating procedure decreased the propensity of business survival of public transport in Kampala.

4.4.3 Mask wearing and Business survival

The third objective was to assess the relationship between mask wearing and business survival of public transport operators ; As shown in table 4.3, results revealed a significant and negative association between mask wearing and business survival of public transport in Kampala (r=-.526, p<.01). The results meant that enforcement of the standard operating procedure of mask wearing decreased the propensity of business survival of public transport in Kampala.

4.5 Multiple Regression Analysis

The fourth objective was to examine the predictive power of half loading capacity, sanitization and mask wearing on business survival of public transport operators in Kampala.

Multiple regression analysis was used to examine the predictability of standard operating procedures (half-loading, sanitization, mask wearing) on business survival. The results obtained are presented in table 4.4.

Table 4.4: Multiple Regression Analysis

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	5.312	0.110		48.355	0.000
	Half Loading	-0.304	0.060	-0.483	-5.058	0.000
	Sanitization	-0.125	0.051	-0.219	-2.460	0.016
	Mask wearing	-0.141	0.057	-0.226	-2.481	0.015
		F	**Sig.**	**R**	**R^2**	**Adj. R^2**
		29.734	.000[b]	.749[a]	0.560	0.541

a. Dependent Variable: Business Survival

Overall, the regression model revealed F=29.734, p<.05 in relation to the analysis between standard operating procedures of half loading, sanitization, mask wearing and business survival. The results meant that there was a statistically significant predictability between standard operating procedures and business survival. In this case, it meant that the results obtained were good enough to be relied on for making conclusions and recommendations. Results further obtained Adj. R^2=-.541 in relation to the standard operating procedures of half loading, sanitization, mask wearing and business survival. From these results, it meant that standard operating procedures negatively significantly predicted up to 54.1% of the variances in business survival of public transport in Kampala. This implied that imposing standard operating procedures on public transport significantly declined survival of public transport business in Kampala by 54.1%.

In particular, results revealed standardized coefficients (β=-.483, p<.05) in relation to half loading and business survival. This meant that every unit half-loading resulted in a 0.483 negative change in business survival of public transport. The more half loading capacity was emphasized, the more commuters ran away from the service. This was so because the transport fares for each route were hiked to cover up for the empty slots on each public

transport taxi hence the negative change. On the other hand, (β=-.219, p<.05) was obtained in relation to sanitization and business survival. The results meant that every single time public transport operators engaged in sanitization, they negatively affected their business survival by at least 0.219 times. The cost of acquiring sanitizers and other sanitization equipment negatively affected the profitability of public transport operators and some of the commuters never wanted to be sanitized. Likewise, mask wearing revealed standardized beta (β=-.226, p<.05) in relation to business survival of public transport. These results meant that every single time public transport operators effected mask wearing, they negatively affected survival of their business by up to 0.226 times. Requiring every passenger to purchase and put on a mask before boarding a public transport vehicle made more and more commuters abandon the use of the services since they had to part with extra monies on top of the already hiked transport fares hence the negative change in business survival. Overall, the standardized Beta coefficients revealed that the standard operating procedure which significantly caused significant negative variations in business survival of public transport was half-loading. This was followed by mask wearing while sanitization had the least negative implication to business survival of public transport.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provided the discussion of findings, conclusions and recommendations in regards to the study objectives. This chapter also highlighted the methodological limitations of the study and areas for further research.

5.2 Discussion of Findings

5.2.2 Half-loading capacity and Business Survival

The findings revealed a negative relationship between half-loading capacity and business survival, more so in public transport in Kampala. These findings suggested that the imposition of half-loading capacity as one of the standard operating procedures decreased the propensity of business survival in public transport. With the same view, the researcher indicated that the directive to load half-capacity meant that public transport operators had to reduce on the number of passengers in every route. This increased the costs of operation since such businesses had to continue filling the same liters of petroleum for a specific distance, only to take fewer passengers. It also sent fear among customers to perceive that the danger of COVID-19 was real and so they had to protect themselves. It was possible that some of the potential customers became more health cautious than ever before, and found using public transport as increasing their exposure to health-related issues. This could be propelling some of the customers who previously used public transport to resort to other transport options including walking, cycling and using boda bodas. This reasoning is in line with Protection Motivation Theory (R.W Rogers, 1975) which emphasizes that when individuals face health threats, their fear increases propelling them to adopt preventive strategies overtime.

In addition, the researcher urges that half-loading capacity resulted in increment of transport fares by public transport operators, making this means of transport to be perceived as expensive just like other private transport options. Although such fares were reduced upon the lifting of the half-loading capacity standard operating procedure, they still remained relatively high compared to how they were before the pandemic. As such, this continued to affect the demand for public transport among commuters who used to utilize this transport option because it was cheap for them hence compromising the level of sales and revenue for this business. This is consistent with Shah et al., (2020) who postulated that standard operating procedures kept many businesses in a dawn of recession thus threatening business survival. In the same context, Bouey (2020) expressed that half-loading capacity was associated with increased cost of sales which directly affected revenues and sales.

5.2.2 Sanitization and Business Survival

Findings revealed a negative relationship between sanitization and business survival of public transport in Kampala. With these findings, it meant that imposition of the sanitization standard operating procedure on public transport affected business survival. According to the researcher, the negative relationship was explained by the fact that enforcement of sanitization increased the cost of operation of public transport. It meant that every public transport operator had to acquire sanitization equipment such as the sanitizer, and spraying equipment to make sure the taxi and whoever was on board had to be first sanitized. The increment in the costs of operation emanating from use of sanitizers reduced on the profit component on every route threatening the survival of public transport. The researcher also indicated that the continued sanitization of passengers could have increased their health fears, hence resorting to other private transport options which they perceive less risky. It was possible that this mentality was still continuing to affect transport service preference among

customers much as the standard operating procedure of sanitization was officially lifted by government.

The findings are consistent with Andanti et al., (2019) who emphasized that standard operating procedures imposed during COVID-19 still continued to play an important role in customer preferences. In the same context, Fabeil et al., (2020) denoted that sanitization conditions are a threat to businesses, because it made some customers to resort to other options where sanitization was somehow lax. From this, it could be argued that some of the customers who used to board taxis changed their minds once sanitization was strongly emphasized. They therefore identified other transport opportunities and were less willing to reconsider public transport as their favorable means. This explains why business survival of public transport remained threatened even when sanitization standard operating procedure was no longer required. This research contributed to explaining the relationship between sanitization and business survival, specifically in public transport. It clearly explained why much as sanitization was no longer a standard operating procedure, it continued to affect business survival of public transport, especially in Kampala.

5.2.2 Mask Wearing and Business Survival

This study found that mask wearing was negatively associated with business survival, more so among public transport in Kampala. In essence, the findings meant that implementation of mask wearing as one of the standard operating procedures of public transport during COVID-19 negatively affected survival of the business. This was so because the implementation of this procedure meant that every passenger who had to board a taxi had to incur an extra cost of acquiring a mask before he/she could get on board. This forced some of the customers who could not afford a daily mask to opt for other transport means. Similarly, the researcher expressed that the implementation of mask wearing was not sensitive to consider people with special needs and other health complications and allergies who could not use a mask. With

the implementation of mask wearing in place, it was possible that such people developed negative attitudes which continued to influence their transport choice. These findings were consistent with Severson (2020) who demonstrated that many businesses ended up losing customers because they could not continue to afford wearing a mask. Likewise, Kong et al., (2021) unleashed that customers with health conditions which could not allow them to put on masks resorted to other means of transport which affected operations and revenues of public transport.

5.2.3 Half-loading, Sanitization, Mask Wearing and Business Survival

This study empirically proved that standard operating procedures of half-loading, sanitization and mask wearing predict business survival, especially public transport. Importantly, the findings demonstrated that these procedures predicted business survival negatively. The findings affirmed that the institution of standard operating procedures compromised business survival. This could be explained by the fact that these procedures increased the overall cost of sales incurred by public transport operators in generating income. From a customer's perspective, the implementation of standard operating procedures was associated with increased spending on acquiring a mask, acquiring personal sanitizer, and paying more transport fares than ever before which propelled some of the customers to resort to non-motorized means of transport like cycling and walking to minimize expenditure. As such, the general demand for public transport declined hence affecting revenue generation by this business. The findings were in line with Smith-Bingham and Hariharan (2020) who revealed that the cost of sales for many businesses had increased since the outbreak of COVID-19 and it was unlikely that the situation would change after the pandemic. Likewise, Greene and Rosiello (2020) indicated that standard operating procedures had totally changed the business environment. They had made individuals more cautious and concerned about their health affecting the way they make choices.

Furthermore, the negative variation between standard operating procedures and business survival emanated from the change of mindset and perception towards public transport. The researcher indicated that some of the commuters who used to opt for public transport started perceiving this means of transport as highly susceptible to health issues. This mentality was continuing to drive many commuters who once used to board taxis to opt for other means which they consider less vulnerable, thus compromising the ability of public transport to generate adequate revenues as was the case before the pandemic. This explanation corresponds with Protection Motivation Theory (PMT) which demonstrated that individuals who are encountered with health concerns develop a threat appraisal which makes them perceive high severity of a health threat. This propels individuals to avoid engaging in such activities affecting businesses which were initially benefiting from their demand (Westcott et al., 2017). In the same manner, Tang (2020) emphasized that standard operating procedures were affecting the overall demand for public transport especially as customers were looking for means which do not require them to spend a lot.

5.3 Conclusion

The first objective was to assess the relationship between half loading capacity and business survival among public transport operators in Kampala. The findings have revealed that any increase in half loading capacity had a negative impact on the survival of the business because this would mean that taxis had to carry fewer passengers yet the operating costs remained the same which had to be met by the reduced number of customers. As a result, the survival of the businesses was put in jeopardy.

The second objective was to establish the relationship between sanitization and business survival of public transport operators in Kampala. Findings have also shown that the stricter sanitization measures also affected business survival of the transport operators because this pushed up their operating costs because they had to buy sanitizing equipment, and more to

that some passengers did not want to undergo the sanitization procedure. This in turn had an effect on the sales and revenue of the taxi operators hence putting their survival in jeopardy.

The third objective was concerned with the relationship between mask wearing and business survival of public transport operators in Kampala. The findings also reveal that stricter measures in regard to wearing masks actually had a negative impact on sales and revenue because some potential customers shunned the requirement of mask wearing in order to use the taxis. The customers were also resistant to the additional cost of buying masks.

The final and fourth objective was concerned with the predictive power of half loading capacity, sanitization and mask wearing on business survival of public transport operators in Kampala. The results show that the three predictors were indeed significant in regard to business survival. The demand for public transport declined because, in addition to asking fewer customers to board each taxi at a higher fare, they had to undergo a sanitization process and also wear face masks at their own cost. All these factors in combination profoundly influenced the chances of survival of these businesses.

5.4 Recommendations

Government should, in future similar circumstances, consider offering a tax holiday (fuel, spares and KCCA fees) to public transport operators to enable them recover from the shocks such as those that were brought about by COVID-19 pandemic which forced the operators to pass on the increased costs to the customers while trying to comply with the half loading capacity requirements.

Government should venture into the public health initiative of having all public transport terminals fitted with sanitization equipment to facilitate commuters and offload the costs of sanitization from the public transport operators.

The stakeholders should encourage the general public to embrace the Standard Operating Procedure of mask wearing since it is an individual concern that is good for their personal protection from health hazards like COVID-19.

5.5 Limitations of the study

As a major concern, most of the targeted respondents were people who were less educated, although the instrument used herein was designed in English. As a consequence, some of the responses obtained were affected by language barrier. The researcher however dropped all instruments which were wrongly answered.

The lifting of standard operating procedures on public transport raised a lot of questions as to whether the study was still relevant or not, since the researcher had used a cross-sectional design. This is because what was on ground at that time of the study may not represent what is on the ground now.

Standard operating procedures has no standard measures. As such, this study used customized dimensions in accordance with the procedures that were suggested by Government of Uganda. A lack of standard measures subjects this research to comparability challenges with other studies, which focus on standard operating procedures using different measures altogether.

The study used structured questionnaire to obtain data from respondents. This does not grant respondents a chance to share views and opinions to elaborate why they agree or disagree with the notions presented.

5.6 Areas for further study

Longitudinal study examining business survival of public transport in Uganda after COVID-19.

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Appendix I: Questionnaire

Dear Sir/ Madam,

I am a Makerere University student undertaking a research study on **"*Standard Operating Procedures and Business Survival of Public Transport Operators in Kampala*"** This is a confidential survey. Your name is not required to complete it and the results are strictly for academic purpose. Please respond as accurately and honestly as possible. There are no right or wrong responses. For each question, choose the response option on the scale that best corresponds to your opinion. If you have any questions, feel free to contact me on **0782078646/0702078646**. Thank you for your help.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Gender

Male	Female
1	2

2. Age

<25 yrs	25-30 yrs	31-34 yrs	35-39 years	40-44 yrs	45 above
1	2	3	4	5	6

3. Education

Lower Primary	Upper Primary	Secondary	Tertiary
1	2	3	4

4. Category

Driver	Conductor
1	2

5. Working experience

Less than 2 years	2-4 yrs	5-7 yrs	8 and above
1	2	3	4

6. Taxi ownership

Driver	Conductor	Others
1	2	3

7. What was the average daily revenue before the taxi operators' restrictions were imposed?

Less than 100,000	100,000-150,000	150001-200,000	>200,000
1	2	3	4

8. What is the average revenue earned in the midst of taxi-operators' restrictions?

Less than 100,000	100,000-150,000	150001-200,000	>200,000
1	2	3	4

SECTION B: STANDARD OPERATING PROCEDURES

Instructions: Please choose only one answer to each question. With reference to standard operating procedures, rank the statement below on a scale presented below.

1	**2**	**3**	**4**	**5**
Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree

	Half-loading capacity					
HL1	Our taxi complies with the directive to load half capacity which was instituted to control COVID-19.	1	2	3	4	5
HL2	Our taxi makes sure that passengers maintain the distance of 1 meter as directed by the government.	1	2	3	4	5
HL3	Our taxi exceeds the half load-capacity directive especially during the peak hours.	1	2	3	4	5
HL4	Our taxi is benefiting a lot from the half-load capacity directive intended to combat COVID-19.	1	2	3	4	5
	Sanitization					
SA1	Our taxi complies with all the sanitization guidelines which were instituted to control COVID-19.	1	2	3	4	5
SA2	Our taxi sanitizes all passengers before they board.	1	2	3	4	5
SA3	Our taxi is sanitized before start of business.	1	2	3	4	5
SA4	Our taxi is sanitized after every travel route.	1	2	3	4	5
SA5	I find the price of sanitizers affordable.	1	2	3	4	5
SA6	Customers find it okay to sanitize before entering our taxi.	1	2	3	4	5
SA7	Our taxi intends to carry on with sanitization in the after COVID-19.	1	2	3	4	5
	Mask wearing					
MW1	Our taxi asks all passengers to wear their mask.	1	2	3	4	5
MW2	Before a passenger boards our taxi, he/she must wear a mask.	1	2	3	4	5
MS3	The passengers we carry are positive about wearing a mask before boarding.	1	2	3	4	5
MS4	Our taxi guides passengers on how to properly wear a mask.	1	2	3	4	5

SECTION C: BUSINESS SURVIVAL

Instructions: Please choose only one answer to each question. With reference to Business Survival, rank the statement below using the following scale.

1	**2**	**3**	**4**	**5**
Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree

	Sales					
S1	The number of passengers who use taxis has decreased since the COVID-19 SOPs introduced.	1	2	3	4	5
S2	Our taxi hardily fills up seats ever since COVID-19 SOPs were instituted.	1	2	3	4	5
S3	Our taxi takes longer time to get passengers ever since COVID-19 SOPs were introduced.	1	2	3	4	5
S4	Passengers have become hesitant to board our taxi ever since the COVID-19 SOPs were introduced.	1	2	3	4	5
	Revenue					
P1	The daily revenue generated by this taxi has increased since Covid-19 SOPs were introduced.	1	2	3	4	5

P2	Passengers are willing to pay hiked transport fares that were introduced as a result of Covid-19 SOPs.	1	2	3	4	5
P3	The number of passengers who use taxis has decreased since the introduction of COVID-19 SOPs.	1	2	3	4	5
P4	The daily revenue generated by this taxi has decreased since the introduction of COVID-19 SOPs.	1	2	3	4	5

Thank you so much for your time!

Appendix II: The Rogers (1975) Sampling Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	290	162	800	260	2800	338
15	14	110	86	300	165	850	265	3000	341
20	19	120	92	320	169	900	269	3500	246
25	24	130	97	340	175	950	274	4000	351
30	28	140	103	360	181	1000	278	4500	351
35	32	150	108	380	186	1100	285	5000	357
40	36	160	113	400	191	1200	291	6000	361
45	40	180	118	420	196	1300	297	7000	364
50	44	190	123	440	201	1400	302	8000	367
55	48	200	127	460	205	1500	306	9000	368
60	52	210	132	480	210	1600	310	10000	373
65	56	220	136	500	214	1700	313	15000	375
70	59	230	140	540	217	1800	317	20000	377
75	63	240	144	580	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382