ASSESSMENT OF FACTORS AFFECTING BODY SHOPS' PROJECT PERFORMANCE IN THE TELECOM SECTOR IN UGANDA.

A CASE STUDY OF ALCATEL-LUCENT PTY

BY

ABDULHAKEEM SSEWANYANA

12/MMSPPM/27/067

A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE MASTERS DEGREE IN MANAGEMENT STUDIES (PROJECT PLANNING AND MANAGEMENT) OF UGANDA MANAGEMENT INSTITUTE

DEC, 2014

DECLARATION

I, Abdulhakeem Ssewanyana, declare that this is my original work and that it has not been submitted to any other institution/University for any degree or qualification, either in full or in part.

Signed: .....

ABDULHAKEEM SSEWANYANA

Date: .....

APPROVAL

This dissertation has been submitted with our approval as the candidate's supervisors.

Signature: .....

DR. STELLA KYOHAIRWE

Date: .....

Signature: .....

DR. DAVID K.W. SSONKO

Date: .....

DEDICATION

To my parents, my wife, R. P. Nabusiita, and my sons Zulfiqar and Hayder.

ACKNOWLEDGEMENT

I acknowledge all the academic and non-academic staff of Uganda Management Institute for their support during my studies. In particular, I am greatly indebted to my supervisors, DR. Stella Kyohairwe and DR. David K.W. Ssonko and all the workshop facilitators without whose guidance this work would not have been completed in due time. May God reward them abundantly.

I would also like to extend my gratitude to my colleagues in the Masters in Management Studies (MMS) class for their unfailing service in the provision of moral support, advice and academic companionship.

To my colleagues at Alcatel-Lucent especially the respondents who took time off their busy schedules to give me the necessary information I needed for the research.

Special thanks to my family for tolerating my constant absence and providing all the facilitation and a conducive environment for me to do my studies.

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LIST OF ABBREVIATIONS

BT	British Telecom
CVI	Content Validity Index
DR	Doctor
HR	Human Resource
IT	Information Technology
ITU	International Telecommunication Union
KPI	Key Performance Indicators
MMS	Masters in Management Studies
MTN	Mobile Telecommunications Network
NSSF	National Social Security Fund
PTY	Proprietary
SPSS	Statistical Package for Social Sciences
UMI	Uganda Management Institute
USA	United States of America
UTL	Uganda Telecom Limited

ABSTRACT

This study assessed the factors that affect project performance of body shops or contracted head count at a telecom vendor in Uganda. The objectives of the study were: to assess the effect of facilitation, management, and training on project performance at a telecom vendor. A cross sectional survey design that triangulated both qualitative and quantitative approaches was used. Purposive sampling was used to select a sample of 66 respondents from a target population of 73 staff. Data was collected by questionnaire survey, interviewing and documentary review. The data was analyzed using descriptive statistics, correlation and regression analysis. The findings revealed that project performance at the telecom vendor requires urgent attention and that all the independent variables; facilitation, management and training affected project performance individually and collectively. On the basis of these findings, it was concluded that the research was able to test all hypotheses set out which were supported by evidence from the field and accordingly adopted. The independent variables significantly affected project performance at the telecom vendor. The study among other recommendations, recommends improvement in facilitation of body shops at the same level as the permanent employees, regular refresher training of managers about managing the complex outsourcing environment and put a lot of emphasis on training of body shops in the new technologies.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

There is a new trend on Ugandan telecommunications market of outsourcing, from IT services, to customer care centers. The recent being the outsourcing of towers and passive equipments like generators and power supply systems to infrastructure providers by all the major telecom operators. The latest is the strategic outsourcing of human resources involved in the core of telecom operations such as engineers and office administrators to local companies, this is done in a form that telecom companies use resources that are registered or employed by local holding companies. These resources are industrially termed as body shops, and the whole practice called body shopping or body shop outsourcing.

The study established the key factors that influence the performance of outsourced talent or body shops during project deployments in the telecommunication sector in Uganda and in particular at a telecom vendor – Alcatel-Lucent PTY.

This chapter covers the background to body shopping exercise or outsourcing, problem statement, objectives that guided the study, the framework used during the study, significance and finally the operational definition of terms used.

1.2 Background to the Study

1.2.1 Historical Background

Outsourcing is a very old practice and has always existed in everyday life. Take an example of engaging a professional compound cleaner to periodically mow and tend to the plants and flowers. This shows that it is impossible to fulfill all the needs without outsourcing some activities.

Since the Industrial Revolution, companies have grappled with how they can exploit their competitive advantage to increase their markets and their profits. The model for most of the 20th century was a large integrated company that can "own, manage, and directly control" its assets. In the 1950s and 1960s, the rallying cry was diversification to broaden corporate bases and take advantage of economies of scale. By diversifying, companies expected to protect profits, even though expansion required multiple layers of management. Subsequently, organizations attempting to compete globally in the 1970s and 1980s were handicapped by a lack of agility that resulted from bloated management structures. To increase their flexibility and creativity, many large companies developed a new strategy of focusing on their core business, which required identifying critical processes and deciding which could be outsourced (Handefield, 2006).

Middle of the 20th century saw many political and economic changes combined with the development of faster means of transportation. Distances began to matter less. Manufacture of low costing toys and electronic goods, apparels, etc were outsourced to less developed countries. The political set up had changed considerably. Many countries in Asia had become free. Outsourcing was a welcome development as it benefited the developing economies by increasing employment and income levels of the workers. The education and skill levels too improved. The governments

in these developing countries took care to develop adequate infrastructure necessary for manufacturing companies to maximize profits. This is at times called off shoring.

Outsourcing was not formally identified as a business strategy until 1989 (Handefield, 2006). Globalization is a trend reflected in the reduction of trade barriers, de-regulation of commerce and the use of information technology (IT) to facilitate links to potentially anywhere in the world. Apart from increasing competition in every market, globalization provides organizations with the opportunity to find synergies and reduce costs (Mondragon et al, 2006). Most organizations were not totally self-sufficient; they outsourced those functions for which they had no competency internally.

In the 1990s, as organizations began to focus more on cost-saving measures, they started to outsource those functions necessary to run a company but not related specifically to the core business. Managers contracted with emerging service companies to deliver accounting, human resources, data processing, internal mail distribution, security, plant maintenance, and the like as a matter of "good housekeeping". Outsourcing components to affect cost savings in key functions was yet another stage as managers sought to improve their finances (Power, 2006).

The current stage in the evolution of outsourcing is the development of strategic partnerships. Until recently it had been axiomatic that no organization would outsource core competencies, those functions that give the company a strategic advantage or make it unique. Often a core competency is also defined as any function that gets close to customers. In the 1990s, outsourcing some core functions became a good strategy, not anathema. For example, some organizations outsourced customer service, precisely because it was and remains so important.

Eastman Kodak's decision to outsource the information technology systems that undergird its business was considered revolutionary in 1989, but it was actually the result of rethinking what their business was about (Handefield, 2006, and Okinyi, 2012). They were quickly followed by dozens of major corporations whose managers had determined it was not necessary to own the technology to get access to information they needed.

The debate about outsourcing in the USA has steadily become a more visible issue since the late 1990s and especially since the USA "dot-com bust" in 2000. However, it acquired a particular fervor during the 2004 presidential election season, and a recent survey sponsored by the Ford Foundation found that as much as 87 percent of the American public sees it as a key foreign affairs issue (Ganesh, 2007). Proponents of outsourcing in USA have argued that outsourcing represents a relatively small proportion of service jobs in the USA (and by extension, Western Europe), and because of this, it does not pose much of a threat to the US economy. They have claimed that the jobs being outsourced tend to be low-value and low-skill jobs, and that high-paying, and high-skill jobs across a range of sectors have by and large, stayed in the USA. Detractors argue that outsourcing benefits corporate executives at the expense of middle and working class employees, and that revenue from outsourcing jobs, if any, goes into realizing profit margins rather than improving the working conditions of everyday Americans (Ganesh, 2007).

Since British Telecom (BT) (Hindle, 2005) outsourced some of its HR functions in 2000 it has reaped many benefits. Accenture HR Services committed to saving BT five percent per year over the duration of the initial contract. A United Kingdom (UK) contract for HR services, covering 87,000 employees and 180,000 pensioners, had resulted in $18 million in savings, with a total projected saving of $30million by end of the contract in Q3 2005. So successful was the original partnership that the two companies signed a new ten-year contract to extend the relationship to

another 10,000 BT employees in 37 additional countries. While cost savings for the project were estimated to exceed those that had already been achieved, the benefits of outsourcing had been more far-reaching than just direct cost savings.

The above good practices exhibited by BT, and the fact that BT has been a successful telecom operator for a long time, the use of body shops to achieve successful results is being duplicated in the telecom sector worldwide and in Uganda in particular.

1.2.2 Theoretical Background

The study adopted the Agency theory as the principle theory that guided the research process. In addition it looked at the expectancy, Core Competencies and Path-Goal theories.

The Agency Theory has become part of the standard equipment of cultural economists; it models interactions between two sets of people, the principal and the agent on the opposite sides.

The principal is an individual or organization who hires another individual or organization, called the agent, to act on his/her behalf (Agaba, 2010). Armstrong, (2008) adds that the principals are separate from employees (the agents), which difference creates 'agency costs' because the agents may not be as productive as the principals. Armstrong (2008) further argues that there have to be means to motivate and control the efforts of agents by the principal. Agaba (2010) further notes that the agents' interests may differ from those of the principal, because of his/her vested interest, he may hide some pertinent information from the principal leading to information asymmetry. This may lead to the actual project implementation being different from what was agreed upon during negotiation. In the context of the study, the principal of this study is the telecom vendor and agent

is the body shop(s). The telecom vendor hires body shops to perform part of activities needed to deliver the project deliverables and hence take part in ensuring good project performance.

Another theory that is often used in the outsourcing environment is the core competency theory, developed by Urquhart (2004). This theory postulates that core competencies should be kept in-house and only functions non-core to an organization should be outsourced. The study will review the relevancy of this theory to the current market dynamics of body shop outsourcing.

The study will also make use of Expectancy and Path-Goal theories. The expectancy theory suggests that motivation depends on individuals' expectations about their ability to perform tasks and receive desired rewards. This theory is associated with the work of Victor Vroom. It is concerned with identifying the thinking process individuals use to achieve rewards but not identifying types of needs (Daft, 2006).

According to Daft (2006), Path-Goal theory, the leader's responsibility is to increase subordinates' motivation to attain personal and organizational goals. The theory was developed by Robert House and has its roots in the expectancy theory of motivation. The theory is based on the premise that an employee's perception of expectancies between his effort and performance is greatly affected by a leader's behavior. The leaders help group members in attaining rewards by clarifying the paths to goals and removing obstacles to performance. They do so by providing the information, support, and other resources which are required by employees to complete the task.

1.2.3 Conceptual Background

Outsourcing can be easily defined by defining separately the words ‘OUT’ and ‘SOURCING’. According to Power (2006) sourcing refers to the act of transferring work, responsibilities and decision rights to someone else. Outsourcing is thus the act of transferring work to an external party. Lysons (2008, pp392-401) defines outsourcing as a management strategy by which major non-core functions are transferred to specialist, efficient external providers. Ntegeka (2011) defines outsourcing as hiring outside professional services to meet the in-house needs of an organization at a fee. In this study, body shop outsourcing will be defined as hiring of external personnel to meet the project objectives at a fee.

‘Body shops’ is a technical term used to denote outsourced project human resources from supplier companies. A telecom vendor is a term used to depict a company that sells telecommunication gear to mobile telecommunication network operators. The vendor is in charge of research and development, manufacture, installation and tuning of the gear that runs networks. The operators mainly maintain the end solution of the vendor.

1.2.4 Contextual Background

The focus today is less on ownership and more on developing strategic partnerships to bring about enhanced results. Consequently, organizations are likely to select outsourcing more on the basis of who can deliver more effective results for a specific function than on whether the function is core or commodity.

The telecom companies in Uganda are now outsourcing most of their activities such as maintenance of base station sites, power on sites, payroll management, to their vendors or suppliers. The main telecom operators for example MTN, Airtel, Warid, UTL and Orange buy their hardware or solutions from numerous international vendors such as Alcatel-Lucent, Ericsson, Huawei, ZTE, and Nokia-Siemens. These vendors are required to install, commission, integrate into existing systems and finally hand over their new systems to the operators, upon which full payments are released by operators.

The telecom vendors have always outsourced the installation, commissioning and at times acceptance of base stations to outside parties. These services have always been done by both local and international subcontracting companies. The vendors used to ensure that site supervisors were full time employees a few years ago; this ensured that the company quality and standards of deployments were done without snags on all installations.

From around 2010, the task of site supervisors started to be handled by individuals who were not full time employees but hired from external companies. These individuals are joining vendors that have full time employed supervisors but doing same tasks. The hired resources are currently being offered by companies such as NFT consulting, Career Directions Ltd (CDL) Kenya, Exquisite solutions, and Bana for both short time and long time contracts of more than 12 months. In East African region, Kenya Airways is currently employing body shops as its stewards; brewing companies in Uganda are also using their services.

The study used a case of a telecom vendor and specifically Alcatel-Lucent South Africa Pty Uganda Branch. A telecom vendor is a company, which carries our research and development, manufacturing, designing, and commissioning of telecom gear or infrastructure. Such

infrastructure includes Base Transceivers, Microwave transmission systems, fiber optical add and drop machines, mobile switches, and associated base station controllers.

1.3 Statement of the Problem

The body shops started appearing in the mainstream telecommunication environment in Uganda towards the end of the last decade. At the time, the government had licensed many operators and the vendor's margins drastically reduced. As a creative manner to remain afloat, telecom companies resorted to the use of short term talents. They are now engaged in supervision of installations, commissioning, acceptance, radio planning and optimization. Others are engaged in office management activities handling desk work matters such as documentation and invoicing.

The quality of networks in the country started to decline at the end of last decade. The general public has always complained to the Telecoms regulator (Uganda Communications Commission) and on social media platforms about poor quality of offered services. The quality is often noticed by successful call completion rates, call drop rates, and setup rates. These have been noticed by the general public to have declined but not plausible reason has been shared. The government has noted over time the continued poor service and is planning to fine operators for it as a percentage of gross annual revenue through an Act of Parliament, as noted in the New Vision Newspaper publication of 29th-Nov, 2012, *http://www.newvision.co.ug/news/637698-phone-firms-face-fines-over-poor-services.html.*

The telecom vendors together with operators are responsible for the poor network services as recently noticed by the government. The telecom operator's main task is to maintain the network in good working state, and plan in advance for expansions considering customer or traffic growths

in certain localities. The telecom vendors are responsible to sell telecommunication solutions to the operators inform of hardware and commissioning services. Together, operators and vendors are responsible for the well operation of the networks. Knowing that the networks are put up by the solution suppliers or telecom vendors, the research concentrated on vendors to determine the cause of poor quality networks, by assessing factors affecting project performances at a vendor company.

These vendor companies are now using a lot of body shops or outsourced personnel. These body shops are supplied by local companies. The study attempted to assess the key factors affecting the project performance by body shops at Alcatel-Lucent.

1.4 General Objective

The study determined the ways in which different factors affect body shop project performances in telecommunications sector in Uganda.

1.5 Specific Objectives

This study was guided by the following objectives.

1.5.1 To establish the effect of facilitation of body shops on project performance in Uganda.

1.5.2 To determine the effect of current management style of body shops on project performance in Uganda.

1.5.3 To investigate the effect of trainings undertaken by body shops on their project performance in Uganda.

1.6 Research Questions

The study sought for answers to the following questions:

1.6.1 How does the facilitation of body shops affect their project performance in the telecom sector in Uganda?

1.6.2 What is the effect of the current management style of body shops on their project delivery in the telecom sector in Uganda?

1.6.3 How do the body shop trainings affect their performance during project deployments in the telecom sector in Uganda?

1.7 Hypotheses of the Study

The study tested the hypotheses that:

1 H1 The facilitation of body shops significantly affects project performance in the telecom sector in Uganda.

2 H1 The current management style of body shops significantly affects their project performance in the telecom sector in Uganda.

3 H1 The trainings offered to body shops significantly affect their project performance in the telecom sector in Uganda.

1.8 Conceptual Framework

The study's independent variables are the different factors affecting the dependent variable of body shop project performance. These variables are examined in a telecom vendor environment in Uganda and are indicated in the framework below.

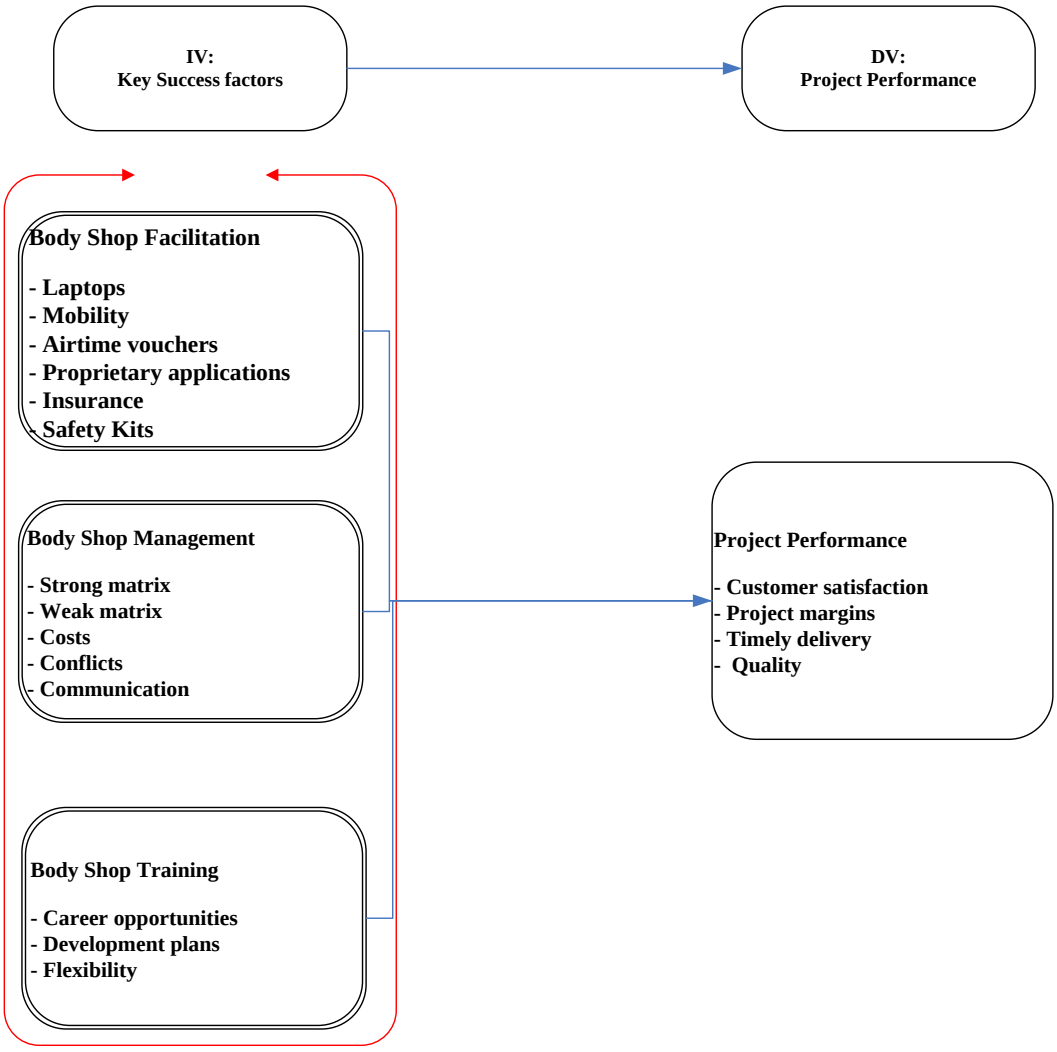

Figure 1: Conceptual framework for the relationship
Source: Developed by the Researcher using available data

The study covered the main factors that affect body shops to perform better during project deployments. The Independent variables were the factors while the dependent variable was project performance. The key factors that were studied included facilitation, management, and training.

In the engineering world, facilitation of engineers is very essential in their performance. Facilitation includes mobility means, laptop computers of certain specifications used as craft terminals to interface with the telecom equipments, mobile phones and associated applications, airtime and data vouchers to ease communication, and ease of access to company internal directories or files.

The body shops have two managers, one functional at their parent company and a project manager at the telecom vendor, called matrix organizational structure (Mulcahy, 2011). The research studied the complexity involved in managing the body shops, extensive policies in place, implied costs, and possibility of conflicts and ability of project managers to co-manage resources with other managers outside their company and relate this to the project performance. The study found out the influence of trainings awarded to body shops on their project performance. The study found out the career opportunities and development programs in place for the body shops within the telecom vendor and also at the parent company. The emphasis was also put on performance in situations that are needed to deliver project deliverables, flexibility; such situations included working extended hours and away from duty station.

1.9 Significance of the Study

The study will be of much help in the infant body shop outsourcing industry in Uganda. It points out areas that need improvement. It is the first time this study is carried out in Uganda. Those

intending to setup body shop outsourcing companies will also consult this research for guidance on common mistakes to avoid.

The study will also enlighten the policy makers of existence of this type of employment and help them come up with good policies to manage short term contracts and their renewals. Trade unions will benefit from the study's recommendations.

The small project management community in Uganda will benefit a lot from this research report. The report will highlight areas to avoid or ensure they are catered for their successful project deployments involving body shops.

1.10 Justification of the Study

Little academic research has been carried out in this area in Uganda, the study serves to enrich the knowledge about outsourcing and in particular body shop outsourcing and its key success factors in a projectized environment.

1.11 Scope of the study

The study covered the workers of Alcatel-Lucent engaged in deployments within Uganda, but specifically based in Kampala City. The Telecom Vendor (Alcatel-Lucent) has been in Uganda since 2001 when a branch office was established. It is involved in supply of telecom gear to 4 network operators in Uganda, supplied gear includes base stations, base station controllers, Microwave links, optical fiber transmissions, fixed line switches, and IP routers. Alcatel-Lucent had a population of a workforce comprised of 5 nationalities, totaling to 73 personnel. The study

concentrated on examining the facilitation accorded to body shops, the management style with the telecom vendor organization structure and flexibility of contracts awarded to body shops, evaluating their effect on project performance.

The study covered the period from 2010 to August 2013. This is the period where the act of body shop outsourcing has been active at the telecom vendor (Alcatel-Lucent).

1.12 Operational Definitions

Body Shop outsourcing

Lysons (2008, pp392-401) defines it as a situation where management uses outsourcing as a means of meeting a short-term requirement, such as shortage of in-house skills to meet a temporary demand, in the study context, a project deliverable.

Body Shops

This term carries a rather unprofessional image that is often but not always justified. Weisert (1998) defines body shops as specialized technical personnel hired for a short time to deliver a project in addition to company internal staff.

Matrix Management style

This is a form of organization management style where an employee reports to his functional manager and at the same time the project manager.

Telecom vendor

This is company that manufactures, sells and installs telecommunication equipment and solutions. These companies continuously undertake research and development, and design for new products and technologies. Examples of telecom vendors are Ericsson, Alcatel-Lucent, Nokia-Siemens, and ZTE.

Telecom operator

This is a company that sells solutions or airtime to general populace as a core business. It is responsible for maintaining the network in good working order as expected by its customers. Examples in Uganda include MTN, Airtel and UTL.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covered the wide knowledge available in print or electronic covering the factors influencing body shop project performance. This literature review was organized as per the research objectives of the study.

2.2 Theoretical Review

Linder (2006) defines outsourcing as purchasing ongoing services from an outside company that a company currently provides, or most organizations normally provide, for themselves. Transformational outsourcing refers to use of outsourcing to achieve a rapid, sustainable step-change improvement in enterprise-level performance. The study used the principal agency theory as the main theory. Akech (2007), though more descriptive than definitive, offers a more acceptable definition saying "outsourcing is a conceptual relationship where an external organization (agency) takes responsibility for performing all or part of a principal's function." The most common error made in efforts to define outsourcing is often confusing outsourcing and off shoring. Off shoring is where an agency is located or operating outside a country's boundaries while Outsourcing is a version of the make or buy decision in which an organization elects to purchase an item that previously was made or a service that was performed in-house, often utilized for services. An outsourcing environment impacts people, some lose their jobs, responsibilities or

get transferred to a new employer or agent. It is often challenging, emotionally charged and personally wrenching (Linder 2006).

Mulcahy (2011) defines a project as a temporary endeavor with a beginning and an end, creating a unique product, service or result. It further alludes that project management involves the processes groups of Initiating, planning, executing, monitoring and Control and closure. It is also carried out under the knowledge areas of integration, scope, time, cost, human resource, quality, communication, risk, procurement management. PMI (2010) adds that the project is reached when its objectives have been reached or achieved or terminated when its objectives can never be obtained or its need.

The Oxford English Dictionary defines performance as "the accomplishment, execution, carrying out, and working out of anything ordered or undertaken''. This refers to outputs/outcomes (accomplishment) but also states that performance is about doing the work as well as about the results achieved. "Performance'' could therefore be regarded as, behavior - the way in which organizations, teams and individuals get work done (Tanzania, 2010).

2.2.1 Facilitation of body shops and project performance

Facilitation is often used when a group encounters some issues or situations that it cannot easily handle on its own. Facilitated groups in general are found to be better at generating ideas, breaking deadlocks, involving people, and thereby gaining greater commitment to a course of action and team building (Rui Cao et al, 2012). Engagement in family and personal benefit activities yields positive outcomes for individuals, in terms of their psychological well-being and facilitation of

work-related outcomes. Encouragement to engage in these areas can therefore be beneficial for both individuals and their employing organizations (Allis and O'Driscoll, 2008).

Burkholder (2006) writes that in 1990s, eastern European countries provided cheap human resources that substituted for expensive indigenous resources, this ended into disaster since the smaller populations of eastern bloc countries soon ran out of resources, the few became more expensive and their services were sought by many corporate companies. Hence meaningful partnerships failed to be set up. There was competition for the best resources even when certain company was paying the best rates. The biggest obstacle to outsourcing is that it requires a change in management mind set. Many managers fear the loss of control or conflict of interest and fail to compare the cost and benefit of using outside suppliers with the cost and benefit of using internal

Support organizations (Lonsdale, 1999).

Oyella (2007) argues that an effective organization needs a conducive work environment. This includes the physical environment such as buildings, lighting, and noise levels in addition to cultural and social conditions. The success of an organization highly depends on its communication system, because to get things done and to produce results, employees need to have a common understanding of what needs to be done and what is required by management. Communication involves sending and receiving messages over different media. There are different types of technologies with differing costs that ease the communication between team members. In telecommunication sector in Uganda, these include 3G+/HSPA dongles, EDGE capable phones, blackberry messaging services and mobile phones.

There are benefits given to employees as a form of extra pay in addition to regular pay sometimes called fringe benefits. The study will concentrate on fringe benefits awarded to body shops. Acayo

(2012) notes that fringe benefits are given to meet the personal needs of employees, and increase commitment of employees to the organization. Paid vacations are other forms of fringe benefits normally awarded to employees, whose duration depends on seniority. Some organizations maintain their pension schemes and others use national Social security funds to manage the pension on behalf of its employees. Acayo (2012) defines pension as a sum of money paid at regular intervals to employee (or his dependent) that has retired or attained set retirement conditions. The study will review the pension schemes in place for the body shops. Organizations have improved the level and number of fringe benefits so as to retain key talents.

Past research suggests that organizations may strategically use benefit packages to send "signals" to their employees regarding their employment. For example, a competitive benefit package might inform employees how much the company values and cares for them whereas a benefit package that is below market could potentially send the signal that the organization cares more about cutting costs than satisfying employee needs. Therefore, the value employees place on benefits may be extremely important in developing perceptions about how supportive their organization is towards employees (Muse et al, 2012).

Employees' dissatisfaction is caused by lack of security or safety mechanisms in the line of duty. This affects the stability, morale and satisfaction of body shops. In the telecommunication projects, operations expose the body shops to microwave radiation, Radio frequency radiations and height works. The height works require a set of professional trainings and certifications, safety harness and its periodic certification all geared at safe operations on towers.

If workers are to work in self-regulating groups, if they are to be encouraged to be creative and make suggestions for technical and organizational improvements, if they are treated as valued,

then they must receive the necessary freedom of action, the time and space to take on such responsibilities. They must be "empowered" and this requires that managers learn to share and delegate power, to trust and coach their personnel instead of simply giving orders. The capacity of middle management to adopt such attitudes has been overestimated (Dankbaar, 1999). Hence the next chapter is to evaluate the needed management skills of such outsourcing environment.

2.2.2 Management of body shops and project performance

Ntegeka (2011) defines outsourcing management as planning, coordinating, organizing, controlling and directing of outsourcing activities. Projects are carried out in organizations that have their norms of carrying out activities, one of the influences being the organization structure. This structure dictates the power of the project manager and the management style that is applicable. Mulcahy (2011) gives three main types of organizations structures, Functional, Projectized and Matrix.

A functional organization is where areas of specialization are grouped together, e.g. accounting, marketing, operations and projects occur within those departments. The power rests in the departmental head.

A projectized environment is where an organization is organized in form of numerous projects, where each project head has power.

A matrix organization tries to maximize the strengths of both Functional and Projectized structures. This is the most common form of organization structure. In a strong matrix, power rests in the hands of the project manager while in a weak matrix, the functional manager wields more power. The team has got 'two bosses' and thus have got to satisfy the needs of both managers.

This is a complex organization to monitor and control due to the different priorities of concerned managers.

Cooke's (2006) paper focused on three groups of managerial workers. The first group is the account/contract managers who are employed (under various titles) to manage the inter-organizational contractual relationships. The second group was the operations managers who have been headhunted and the third group was the middle and junior managers whose nature of work has changed dramatically as a result of business outsourcing. The most important task performed by managers with this boundary-spanning role appears to be to enforce and achieve performance targets set out for the service provider firms which are then cascaded down to individual workers. However, these managers are subject to corporate surveillance themselves in the form of tightening targets and constant performance assessments, often through the intervention of the client organizations, and may experience even less job security.

Power (2006) argues that organizations embarking on outsourcing initiatives must understand that success depends on disciplined management of skilled resources from executive management. The management of body shops equally requires that the immediate managers in the telecom vendors are well positioned to manage them in addition to permanent employees. Khalfan (2003) concluded that the cause of failure of a major business process outsourcing in Kuwait was lack of requisite IT knowledge to manage the IT outsourcing relationship.

Burkholder, (2006), notes that outsourcing further complicates things because it requires sharing of decision making power with an outside provider. However, when a company tries to make operational decisions on behalf of its outsourcer has faced conflicts, dismal service levels and poor

financial service performance. This calls for same trust of the provider with same level of decision making.

Good decision making in a highly fluid environment is a critical skill when managing body shops' efforts. Power (2006) notes that outsourcing is a complex and risky venture, that requires decisions to be made in tight situations, with incomplete information, plan ahead, and think through various alternatives. This is at times developed through experiences. The project managers should be able to ask right questions, get the right information and synthesize information in time sensitive manner to make swift decisions. However, Power (2006) further adds that information overload on managers from the different body shops is a great impediment to decision making.

The project managers in an outsourcing environment must have good negotiating and relationship-building skills. Burkholder (2006) suggests that negotiating skills are important while dealing with suppliers or outsourcers from different countries, while relationship building skills are critical since different cultures come into play which may transform well-meant actions into insensitive and rude actions.

Furthermore, relationship maintenance is very important for an outsourcing arrangement to succeed. Seckliuckiene (2014) mentions factors responsible for maintenance of long term relationships to include compatibility, understanding of partner's business needs, open communication, mutual commitment, honesty, flexibility and trust. Seckliuckiene (2014) concludes by suggesting that consistent application of the above is needed in the outsourcing business otherwise the competitive advantage they provide would be lost. IT vendors in outsourcing services often adopt a strategy of putting forward the best, most experienced people, for contract proposal. As the project progresses, the experienced people are pulled out of the

projects to pursue or deliver new business. In their place less experienced staff are assigned to complete the existing projects. This was a very clear deficiency in this case study of business process outsourcing failure at a large organization in Kuwait (Khalfan, 2003).

The project managers should possess good knowledge management skills. They should be able to manage the information overload from the different body shops, be knowledgeable or have experts in the team to rely on, be able to triangulate all the incoming information so as to articulate the project deliverables (Power 2006).

Most organizations have rushed into outsourcing to cut on costs among other benefits. Telecom vendors are reducing head counts and transferring wages and salaries to body shop companies. The pay systems, Mukasa (2010) notes three major pay systems, include hourly wage system, salary and piece rate system. The study is going to review the pay systems in place for the body shops and their flexibility to work beyond normal working hours and upcountry stations.

Trade unions are particularly tricky to deal with; their stated role is to protect the interests of workers. This often sets unions in opposition with the management. They often react with an adversarial approach to management. Unions tend to try to keep control of the development of workers they represent. This leads to reluctance on part of managers to consider outsourcing. Linder (2006) acknowledges that some employees at times think unions are barring their way.

The body shop outsourcing is a new phenomenon in Uganda; this is now seen as change in most organizations. Since it is human nature to resist change or even detest it, most project managers in this environment must possess marketing and positioning skills. Power (2006) notes that project managers should possess this skill so as they are able to convincingly communicate good or even bad news to their resources. They should posses marketing and selling skills to rally support of all

projects' resources behind the project goals. Akech (2007) further adds the manager's job is not complete once outsourcing contract is signed, since most employees view the exercise as a scheme to lose their jobs.

According to Path-goal theory, Daft (2006), a leader increases the employees' motivation by either clarifying the path to available rewards or by increasing the value of rewards. A motivated employee will improve project performance and customer satisfaction. In the current case of body shops, it is unclear if the lack of flexibility to work beyond normal working hours, bank holidays and unwillingness to be posted upcountry is related to pay systems in place or in general the management style in place, hence prompting the need to investigate the management style.

2.2.3 Training of body shops and project performance

An organization needs to have a staff training policy that will meet the ever-changing environment in the areas of technology and client expectations. Training involves more than what is taking place on and off-the-job developing a broad range of employee skills and qualities. It is a process through which skills are imparted in an individual in a systematic and planned manner. Functional training is a planned effort by a company to facilitate employees' learning of job-related competencies. These competencies include knowledge, skills or behaviors that are critical for successful job performance Nduhukire (2008).

Armstrong (2008) defines training as a formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Balaba (2008) cites training as endeavors to impart knowledge, skills and attitudes necessary to

perform job-related tasks, further adds that training is an experience, a discipline, or a regimen which causes people to acquire new, predetermined behaviors.

Self-directed learning, social learning, networking, coaching, mentoring, performance planning systems used for developmental purposes, mistakes, and trial and error have been identified as predominant learning strategies. Meetings, customer interactions, peer-to-peer communication, on the job training and performing one's job often represent work activities where learning can occur. The outcomes of learning reported include practical skills, intrapersonal and interpersonal awareness, and learning about the organization (Ellinger and Cseh, 2007). Their study led to findings to emerge that describe the catalysts for employees' facilitating others' learning and the perceived outcomes from facilitating learning. Organization had learned through their process of facilitating learning. Learning outcomes for learners were exposure, developed credibility, increased new knowledge and skills, and applied new knowledge.

Functional training is carried out in the initial stages of employment to enable new staff learn their work obligations, the specific job knowledge and skills and work performance standards. This ensures that workers' efforts and creativity are channeled into productive ways, (Kitching, 2005). Gaboi (2004) argues that training should always be continuous and consistent, based on needs analysis. He further notes that in most cases, trainings are reactive or an immediate response to a problem. The trainings should help organizations meet their future needs, if not all, of managers, supervisors and experts. Mangham (1995) summarizes a few benefits of training as value addition to the business since employees are given the training they require to carry out the duties that are expected of them, in the position for which they are employed. Employees will be given the opportunity to reach their potential through training.

There is ‘leadership crisis’ where managers of the future need to be homegrown rather than attracted from outside the organization, notes Bhatnagar (2008). He further adds that organizations should take an active role in identifying and cultivating their own people who have the capability and potential to become effective leaders.

There are various contractual terms offered to body shops by telecom vendors, whose main goal is to achieve project objectives and customer satisfaction through their actions or undertakings. Kamukama (2010) defines training as an activity concerned with imparting knowledge and improving skills in relation to an occupation. It is a continuous process designed to keep employees abreast with the relevant skills and knowledge. Balaba (2008) cites Armstrong (2001) defining training as the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Kanyesigye (2001) believes that training can succeed if it has management support.

Tumusiime (2010) argues that customer’s first impression of a vendor comes during contact with the frontline people. Cook (2002) cites that customers want to deal with people they can trust, knowledgeable, technically able and at the same time polite and friendly. Zeithaml (2004) argues that for consistent quality service, employees need continuous training in the necessary technical skills or knowledge. A customer has to have faith in the competence of an organization, Tumusiime (2010) adds, they want to feel they are safe hands since there is good knowledge of product by the vendor employees.

The study covered the telecommunication sector where there are new protocols approved by International Telecommunication Union (ITU) on an almost yearly basis. The vendor products change on an almost yearly basis as new protocols gain worldwide approval by ITU and also due

to stiff competition in the technology world. In the current case of body shop outsourcing industry, it is very unclear if there is formal training offered to their products or employees, career development plans in consideration of the fluid telecom world and the difference of protocols used by different vendors. Trained personnel often develop professionally in their fields of specialization and professional careers.

Balaba (2008) acknowledges that widespread training and development should be encouraged, further notes that employees who are highly trained and whose career development is effectively managed by the company show high levels of commitment, flexibility, and are invariably multi-skilled and can make significant contributions to the quality of goods and services. Training and development helps employees to grow within an organization, which encourages them to identify with it and get committed to its values and norms. This inculcates the sense of belonging and encourages them to 'go the extra mile' to achieve organizational objectives (Kururagyire, 2003). (Namugisha, 2009) argues that there is nothing more demoralizing to the lower placed staff of an organization to see a whole army of new men being recruited from outside to fill every senior vacancy or selected band of seniors and disregarding their claims. Employees become more restless if left in one position for long.

Balaba (2008), Nduhukire, (2008) and Nabaho (2001) generally looked at job performances relating them with trainings. It is evident that they never considered an environment that is not repetitive. Furthermore, their case studies used areas of study that had employees with permanent work contracts unlike the vendor environment of short term contracts. Kururagyire (2003) argues that on-Job-training is costly in cases where a simple mistake can cause a lot of damage, especially in handling new technologies with little guidance. This study proceeded to relate the influence of trainings on project performance.

2.3 Summary of literature review

From the definition of outsourcing, of where non-core functions are outsourced, we realized that body shop outsourcing in the study was not entirely true to Lysons (2008)'s definition. The body shops are direct customer contacts, and one of the prime indicators of a successful project performance is customer satisfaction. A vendor risking untested body shops to be in direct contact with his customer creates a hole in the knowledge of outsourcing. As front-line service employees represent the boundary between the organization and its customers, such employees are of strategic importance. Consequently, it is important to invest in the careful selection of those individuals who will have direct customer service contact. In particular, entry-level service employees are relevant given they represent a significant portion of the labor market for the service industry (Tews, 2010).

The organization embarking on outsourcing must have a good breed of managers. The managers should possess critical skills such as Good decision making, delegating, negotiating, and knowledge management skills. To get such talents in an individual is a rare case, the study will reveal the mixture of talents possessed by managers of body shops.

Employee satisfaction in a technical world can be in the form of benefits or technical challenges being resolved by an employee. A body shop to be able to resolve highly technical tasks needs to have had expert trainings from vendor laboratories and at the same be accorded with a range of fringe benefits. Whether a body shop or not, team work is important. The high level necessary in today's competitive marketplace is being met through development of empowered team based organizations (Irani et al, 2002).

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter consists of a description of the methods and techniques that were used to collect, analyze, and interpret data. It is organized under the sub headings research design, study population, sample size and selection, data collection methods, data collection instruments, validity and reliability of research instruments, data analysis measurement of variables and ethical considerations.

3.2 Research Design

The study used a case study design. According to Bell (2004), research which aim at finding or establishing common and unique features of an institution is best done using case studies. This helps to show how such features affect the implementation of systems and how institutions operate. Amin (2005) adds that case study designs give in-depth information about the phenomenon. Uganda is dominated by telecom companies, some of which don't have all resources needed to carry project activities, hence keep hiring depending on the workload.

The study employed both qualitative and quantitative approaches. The qualitative approach was used to get deeper understanding of the concept of body shop outsourcing and project performance at Alcatel-Lucent. A quantitative approach was used to collect as much data as possible from many respondents given the prevailing time constraints.

3.3 Study Population

Population is the complete collection of all the elements that are of interest in a particular investigation (Amin, 2005). The target population was the total head count of the Alcatel-Lucent, 73, inclusive of both permanent and body shops. These employees at Alcatel-Lucent were composed of 5 nationalities as summarized by the HR branch representative.

3.4 Determination of sample size

The Research made use of the Morgan and Krejcie mathematical table as cited in Amin (2005) to compute the respective sample categories of the total Alcatel-Lucent workforce.

Table 1: Sample size of respondents of Alcatel-Lucent

Title	**Target Population (X)**	**Sample size(Y)**	**Techniques**
Branch Manager	1	1	Purposive
Management Staff	12	12	Purposive
Field Force	52	48	Simple random sampling
Support staff	8	8	Purposive
	73	69	

Source: Head count data (HR) 2013

Table 1 above shows that the total employees at the vendor company at the time of research study was 73, which comprised of managers, support staff majority being field staff or engaged in operations.

Furthermore, the distribution of respondents was found to be 14 as body shops and 59 were permanent employees. The distribution in table 2 below illustrates that.

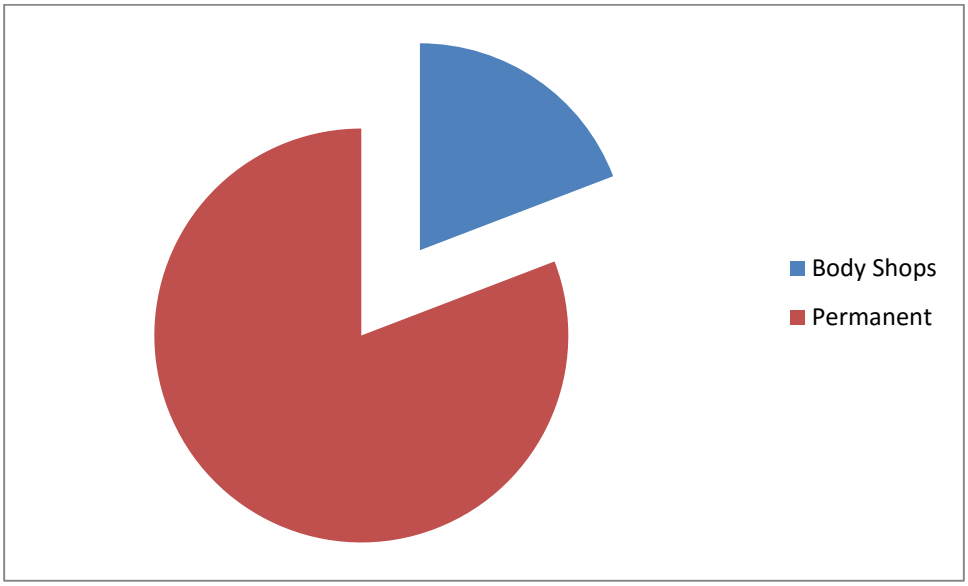

Figure 2: Pie chart showing distribution of body shops and permanent employees
Source: Head Count Data 2013

3.5 Sampling techniques and Procedure

The study employed probabilistic and non- probabilistic sampling techniques. Under non-probabilistic sampling, Purposive technique was used to select respondents such as managers, support staff, and the Branch manager. The method was adopted because it is simple to use and also due to the small number of people with relevant knowledge about the subject. This enabled the researcher to collect information from a knowledgeable category of respondents, who were easy to reach since they were based in office. Managers and support staff both sit at the branch office of Alcatel-Lucent in Kampala. The field Engineers are engaged in works all over Uganda and also in neighboring countries. Selecting interviewees from a small geographical area enhanced

the reliability of data collected. This facilitated a richer understanding of the dynamics at play (Lamminmaki, 2005).

Under probabilistic technique, the study used simple random sampling to select respondents. According to Kothari (2002), under random sampling each and every item in the universe has an equal chance of inclusion in the sample. Random sampling ensures the law of statistical regularity which states that if on average the sample chosen is a random one, the sample will have the same composition and characteristics of the universe (Kothari, 1984).

3.6 Data Collection methods

The study used questionnaire survey, interviewing and review of documents as methods of data collection.

3.6.1 Interviews

The researcher conducted interviews with the managers and other key support staff members. The interview method is a good approach to gather in-depth attitudes and beliefs from individual persons. Personal contact with respondents elicited richer and more detailed responses and also provided an opportunity to probe and explore the study questions.

3.6.2 Questionnaire

A list of questions was printed and distributed to the sample to get information about the study. According to Amin (2005), a questionnaire is a carefully designed instrument for collecting data in accordance with the specifications of the research questions and hypotheses. It consisted of a set of questions to which the subject responded in writing. This instrument was administered

among the employees since they could read and write. It contained both open and close ended questions.

3.6.3 Documents

Documents that have related literature were reviewed with the purpose of finding answers to the research questions. These included books, academic journals and documents on internet with relevant data.

3.7 Data collection Instruments

Primary and secondary sources of data collection were used. The researcher used a questionnaire and an interview guide as instruments to collect data.

3.7.1 Questionnaires

Questionnaire instrument was selected because it offered greater sense of anonymity, less expensive and enabled the researcher to gather a lot of data within a short interval of time in agreement with Amin (2005). The five point Likert scale questionnaires using closed ended questions were distributed to respondents to save time both to the researcher and respondents. To elicit more information, open ended questions were added per topic of discussion. Respondents were asked to rate each item based on relevance, clarity, simplicity and ambiguity in accordance with Amin (2005). The questionnaire that was used during the study is attached as appendix 1 at the end of the report.

3.7.2 Interview guide

Interview guide that was used, it led to deeper probing and understanding of the variables under study. The interview guide was used to guide the researcher in asking all the questions required to supplement the questionnaire. The qualitative data was collected using interviews with key informants. Through key informant interview technique, the interviewees gave the required information at an interactive level with the researcher. This was appropriate because it allowed in-depth discussion and expression about the factors affecting body shops project performance. Key informant interviews supplemented and tested consistency of data collected by the questionnaire survey. The interview guide is attached as appendix 2 at the end of the report.

The use of various techniques allowed the researcher to obtain a variety of views about factors affecting body shops project performance.

3.8 Validity and Reliability

3.8.1 Validity

Validity is the accuracy and meaningfulness of inferences, which are based on research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomenon under study (Mugenda & Mugenda, 1999, pg. 99). In ensuring the validity of the instruments, the questionnaires and interviews were designed according to the objectives of the study as guided by the variables and components in the conceptual frame work (Sekaran, 2003). To ensure validity of instruments, the supervisors and expert managers at Alcatel-Lucent were requested to critique the content of the instruments. The content validity index was then computed according to Sekaran (2003).

The formula used was;

$$CVI = \frac{\text{Number of Items rated relevant* 100}}{\text{Total number of Items}}$$

If the index is above 0.7, it is okay. The higher the index, the better as it shows that the instrument is valid, that the information or data and can be used for comparison (Amin, 2005).

The CVI for facilitation, management, and training were 0.813, 0.792, and 0.833, respectively. The overall CVI for the questionnaire was 0.812.

Since the instrument had average index of 0.812 (above 0.7), it was accepted as valid as supported by Amin (2005) with revisions and necessary changes made as per the comments of the experts.

3.8.2 Reliability

Reliability is a central concept in measurement and it means consistency (Punch, 1998). Reliability was ensured through internal consistency in which case questions in the questionnaire that measure the same concept were grouped together. In this approach, a score obtained in one item were correlated with scores from other items in the instrument. Cronbach's Alcatel-Lucent coefficient was then computed to determine how items correlated among themselves. The Statistical Package for Social Sciences (SPSS) was used since a score of 0.7 and above showed that the instrument was reliable.

Table 2: Reliability test results for the questionnaire

Variable	Number of items	Cronbach's alpha	Remarks
Full questionnaire without demographics	41	0.824	Reliable questionnaire
Facilitation	13	0.752	Reliable questionnaire
Management	10	0.733	Reliable questionnaire
Training	8	0.897	Reliable questionnaire
Performance	9	0.912	Reliable questionnaire

Source: Primary data

3.9 Procedure of data Collection

The researcher obtained a letter from UMI for introduction to the Alcatel-Lucent for permission to carry out the research. The researcher proceeded and sent out an anonymous email to all selected respondents with the questionnaire attached. He then set up a time table for interviews with key informants with Outlook email scheduler. After editing (checking for errors and gaps), the collected data was coded. This was to ensure correctness and consistency in answering questions and follow up of unreturned questionnaires.

3.10 Data Analysis

Quantitative data was collected, sorted, arranged and edited in order to identify gaps that could have been left while filling the questionnaires. It was then entered and analyzed using the Statistical Package for Social Scientists (SPSS) which summarized the coded data to produce required

statistics for the study. The data was then analyzed in line with the research questions to seek for consistency, accuracy, reliability and relevancy of the information.

3.11 Measurements of variables

The measurement scale that was used was the ratio scale because it is the most precise method of measuring the variables of this study. The rating scale that was used in the questionnaire was the Likert scale which consisted of numbers and descriptions used to rate the subjects in research in accordance with Mugenda & Mugenda, (2003). The scale comprised of a maximum of 5 response categories as represented as follows; 1=strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree. A mean close to 1 or 2 shows disagreement to the item, a mean close to 3 shows uncertainty whereas a mean close to 4 or 5 shows agreement.

To test the hypotheses, the researcher applied bivariate correlation and regression analyses to establish level of significance of the relationships between the variables. The bivariate correlation sought to establish the Pearson's correlation between the variables whereby the significance level determined whether to accept or reject the hypothesis. A decision rule was made that if $p>0.05$ or 0.01, the null hypothesis would be accepted i.e. there is no relationship between the variables. If $p<0.05$ or 0.01, the null hypothesis would be rejected and a conclusion would be made that there was no relationship between the variables. A regression analysis was then carried out to establish which of the independent variables predicted the dependent variable the more.

For Qualitative data analysis, formal approach where content analysis approach was used, data was systematically converted from text into numerical variables; the numerals classified into various coding units using the descriptions depending on what the respondents actually said and

how often the same issue was said. This brought out the verbal quotations according to the study themes. Relationships amongst these themes were established and in-depth explanations and interpretations made.

3.12 Ethical Considerations

The researcher identified himself properly and honestly to the respondents about the aim of the research and ensured that respondents voluntarily agreed to participate in the study. The researcher ensured that items in the questionnaire and interview guide were constructed carefully so as to evoke the right responses and not to dig into private lives of the respondents. The data obtained from individuals was kept confidential. No form of identification was recorded during data collection.

CHAPTER FOUR:

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the findings, their analysis and interpretation. The findings are based on primary quantitative and qualitative data that was collected from respondents selected in accordance with the sampling procedure presented in chapter three. The primary data is supplemented with secondary data that was collected from pertinent documents obtained during the analysis.

The researcher utilized statistical measures such as frequencies and measures of central tendency, followed by tests for correlations between the independent variables and the dependent variable.

4.2 Response Rate

Response rate shows participants that were involved in the study and its percentage represents a measure of the validity of the study. The respondents who participated in this study comprised managers, field or operations staff and support staff.

Table 3: Response Rate at Alcatel-Lucent

Description	Managers	Field staff	Support staff	Total
Targeted number of respondents	13	48	8	69
Total number of returns	13	45	8	66
Response rate (%)	100%	93.8%	100%	95.7%

Source: Primary Data

Table 3 shows 95.7% (66 of 69 respondents) response rate from all the categories. It also shows that all office based staff responded to the researcher, which included all managers and support staff, 45 of 48 field staff (93.8%), responded.

The response rate for all categories of the respondents was above 70% implying that the research results were representative of the population from which the sample was drawn as supported by Amin (2005).

4.3 Background Characteristics of Respondents

This section presents the findings on the respondents' position, gender, age, and the highest level of education attained all of which were considered important for the study especially in verifying that the data was collected from the authentic population. This information was collected to help establish the research sample characteristics and to be able to form appropriate opinions about the research findings. The subsequent sections present, discuss, analyze and interpret each of these variables.

4.3.1 Gender of Respondents

Telecom Networks quality and performance affect all irrespective of gender although perceptions of the study subject may differ based on gender. It is for this reason that gender was considered as an important factor in the study. The figure 2 is a pie chart showing the distribution of respondents by gender.

Table 4: Gender of respondents

Gender of respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	81.8	81.8	81.8
	Female	12	18.2	18.2	100
	Total	66	100	100	

Source: Primary Data

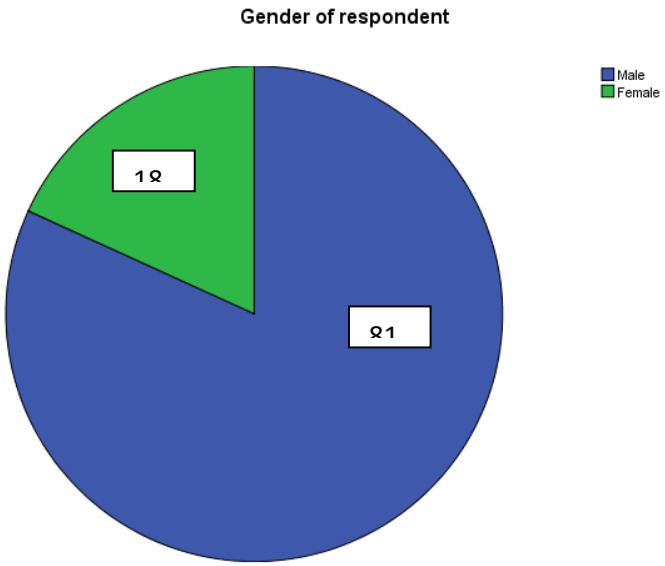

Figure 3: Pie chart showing distribution of respondents by gender

Source: Primary Data

Figure 3 above together with table 4 show that, of the 66 respondents, 54 (81.8%) or the majority were male while 12 (18.2%) were female. This implies that there were more male than female respondents. This is in agreement with the human resource rule of thumb for highly technical institutions which show a male to female ratio of normally above 4:1. This implies that all were equally selected and hence the data collected was reliable.

4.3.2 Age of Respondents

Age of the respondents was considered an important factor in gauging the extent to which the respondents perceived the dynamics project performance. Table 5 and figure 3 bar graph show the distribution of the respondents by age group.

Table 5: Age group of respondents

Age group of respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 29	35	53.0	53.0	53.0
	30 - 39	17	25.8	25.8	78.8
	40 - 49	13	19.7	19.7	98.5
	50 and Above	1	1.5	1.5	100.0
	Total	66	100.0	100.0	

Source: Primary Data

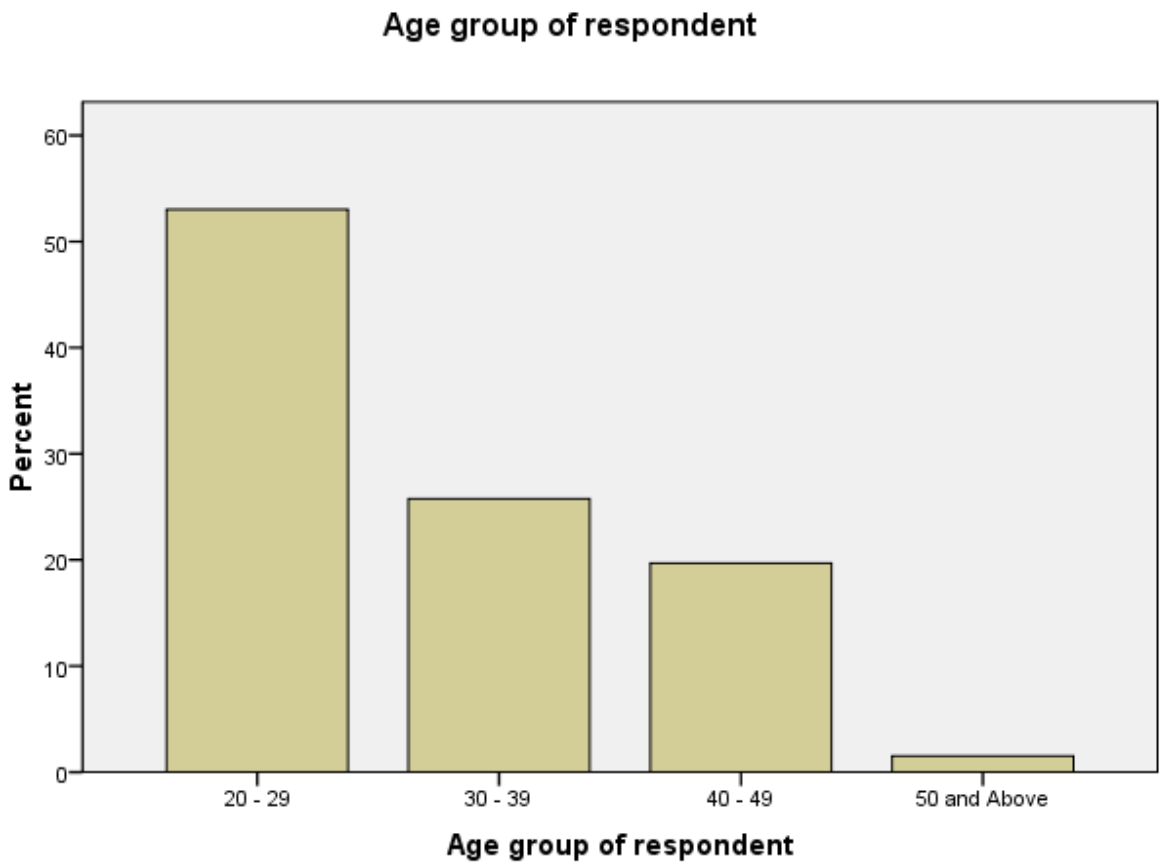

Figure 4: Bar chart showing age distribution of respondents
Source: Primary Data

The age distribution shows that all respondents were adults above 18 years and the majority of respondents were in the age group of 20-29 (53%). This implied to form majority of field staff, and were therefore in position to give accurate data as regards to project performance. To cater for more exhaustive responses, experienced respondents were included, and formed the categories of 30 years and above or 47%.

4.3.3 Highest Level of Education attained by the Respondent

The highest level of education attained by the respondents was considered important for two reasons. One, it would help the researcher to gauge the extent to which the respondents understood the dynamics of project deliverables and performance, and two, it would approve or disapprove the assumption made in choosing the questionnaire tool of data collection that all the respondents were literate and would therefore understand and fill the questionnaire. The table 6 below is the distribution of the respondents by their highest qualification attained.

Table 6: Education levels of respondents

Highest Level of Education for the Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	University	63	95.5	95.5	95.5
	Other	3	4.5	4.5	100.0
	Total	66	100.0	100.0	

Source: Primary Data

The above table 6 shows that majority of respondents (95.5%) had attained university education. This implies that responses to the questionnaire were made after understanding the questions hence more reliability. It also shows that the vendor has highly educated and skilled personnel who are able to perform at highest levels of excellence. The three respondents with other type of education level formed part of support staff offering services like fleet management, office management, archiving, and reporting.

4.3.4 Current Job Position of Respondents

The position of the respondents was considered important to the study due to the segregation of duties by position. Managers usually involved in management and control of projects and its resources while field and support staff are the ground troops that carry out the actual works. To ensure balanced and reliable information, the researcher ensured that all levels were represented thereby closing information gaps in the different levels. Figure 4 is a bar graph showing the distribution of the respondents by position. Table 7 shows the majority of staff 45 were field staff or engaged in operations.

Table 7: Current Job placement of respondents

Current Job placement of the Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Support Staff	8	12.1	12.1	12.1
	Field staff	45	68.2	68.2	80.3
	Manager	13	19.7	19.7	100.0
	Total	66	100.0	100.0	

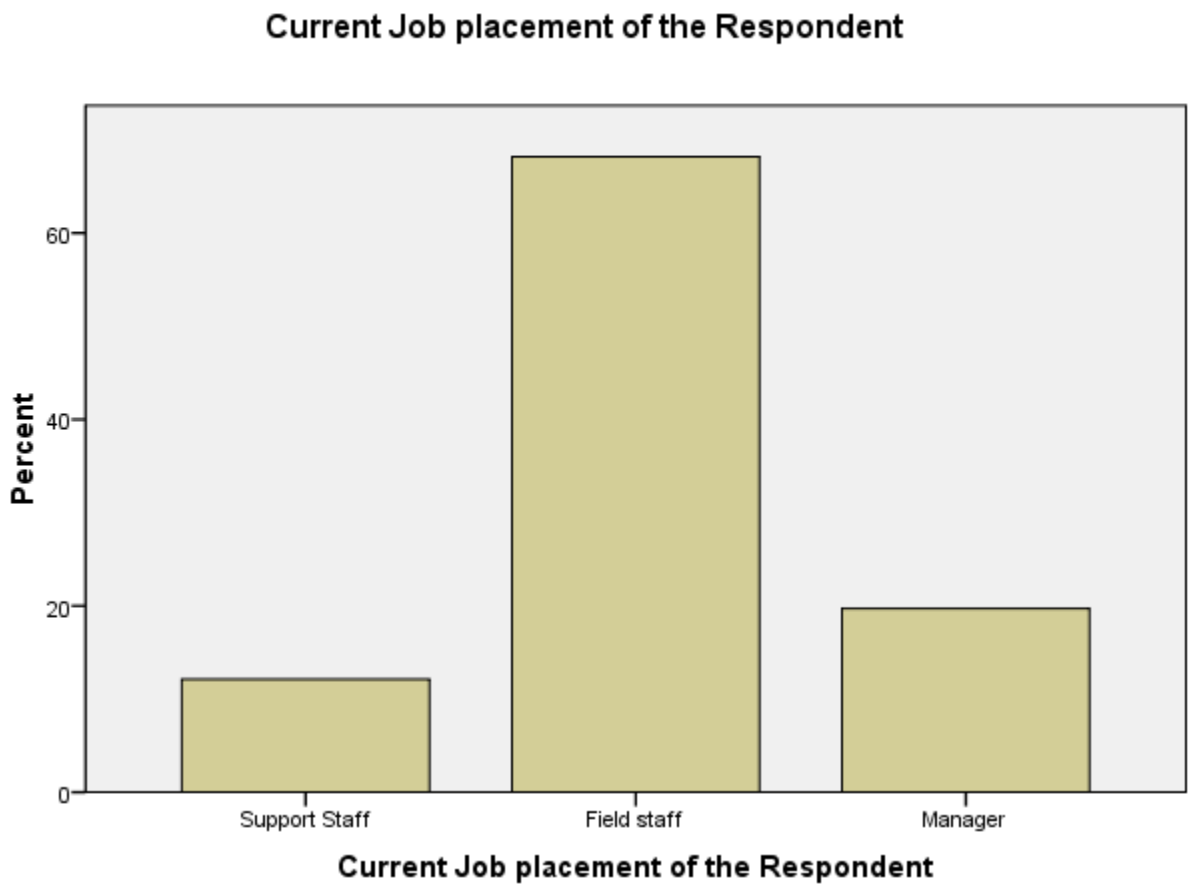

Figure 5: Bar Chart showing job placement of respondents
Source: Primary Data

Figure 5 above shows the majority of respondents 45 (68.2%) were field staff involved in operations, followed by managers 13, (19.7%) and finally support staff 8, (12.1%). This implies that all levels of staff that directly or indirectly handle projects were involved in research data collection and all the respondents were able to read and write and therefore filled the questionnaire with reliable information and a clear understanding of the topic of study.

4.3.5 Current Employment Contract of Respondents

The employment contract of the respondents was considered very important to the study due to the nature of research under review. Telecom vendors have permanent and contract staff involved in project operations. To ensure balanced and reliable information, the researcher ensured that all levels were represented there by closing information gaps in the different levels. Table 8 and Figure 5 show the distribution of the respondents by employment type.

Table 8: Current employment type of respondents

Current employment type of the Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	55	83.3	83.3	83.3
	Body Shop(Contractor)	11	16.7	16.7	100.0
	Total	66	100.0	100.0	

Source: Primary Data

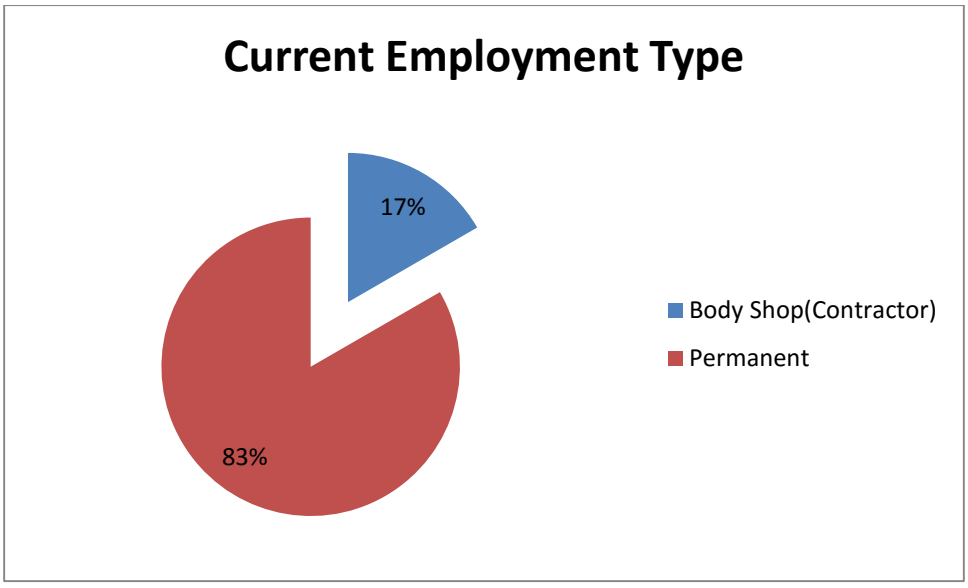

Figure 6: Pie chart showing employment type of respondents

Source: Primary Data

The above figure 6 together with table 8 show the majority of employees 55(83.3%) are on permanent contracts, while 11 (16.7%) are employed on contract basis or body shops. This implies that the responses to the research collected a mixture of views from both types of employees, and the information corrected would ably relate on the project performance of body shops since they were part of respondents.

4.4 Descriptive Statistics, Correlations and Qualitative data

4.4.1 Effect of Facilitation of body shops

One of the objectives of this study was to assess the effect of facilitation of body shops on project performance. To achieve this objective, a number of questions were posed to tap the respondents' perceptions and opinions regarding facilitation at the Alcatel-Lucent with an aim of assessing its effect on project performance.

4.4.1.1 Descriptive statistics results on facilitation of body shops

Table 9 below shows the results (descriptive) of the respondents' responses as regards facilitation.

Table 9: Facilitation of body shops

#	Question item	SD	D	N	A	SA	Mean	

		F	%	F	%	F	%	F	%	F	%		**Std Dev**
1	Vendor gives out periodic Bonus to all employees	7	10.6	23	34.8	9	13.6	25	37.9	2	3.0	2.88	1.13
2	Vendor provides communication handsets to its employees	5	7.6	9	13.6	9	13.6	30	45.5	13	19.7	3.56	1.178
3	All employees are usually given the needed airtime vouchers for communication	2	3.0	6	9.1	7	10.6	31	47.0	20	30.3	3.92	1.027
4	All employees are given medical cover by the vendor.			4	6.1	2	3.0	28	42.4	32	48.5	4.33	.810
5	All employees of the vendor automatically get enrolled into Vendor pension schemes	12	18.2	8	12.1	14	21.2	26	39.4	6	9.1	3.09	1.274
6	The Vendor contributes the mandatory statuary fees on behalf of its employees.			2	3.0	4	6.1	32	48.5	28	42.4	4.30	.723
7	Employees are provided with necessary health and safety procedures and tools.			9	13.6	5	7.6	35	53.0	17	25.8	3.91	.940
												3.71	**1.012**

Source: Primary Data

Table 9 shows the frequency (F) and corresponding percentage (%) of the respondents that strongly agreed (SA), agreed (A), were Neutral (N), disagreed (D) or strongly disagreed (SD) with the statements posed about facilitation of body shops. It also shows the mean response and standard deviation between the responses. Note that the responses ranged from 1 to 5 with a lower response code (1) showing the worst picture on facilitation, the middle code (3) represents the neutral picture that is neither good nor bad and the maximum code (5) represents the best scenario as regards facilitation.

For communication facilitation, the majority of respondents perceived the facilitation accorded to be inadequate with mean value for handset provision at 3.56 (which is above 3) and standard deviation of 1.178 while the mean value for airtime vouchers was slightly high at 3.92 and standard deviation of 1.027, in both cases the standard deviation is high showing great variation of responses between respondents.

On periodic bonus facilitation, the majority of respondents perceived it as nonexistent, with mean of 2.88 (which is below 3.0) and standard deviation of 1.13. The high standard deviation shows that the responses varied greatly between the respondents.

On medical cover facilitation, respondents perceived it as adequate with a mean of 4.33 (which is above 3.0) and standard deviation of 0.810. However, there was a noted inadequacy as regards to health and safety procedures and tools, with a mean of 3.91 and standard deviation of 0.94. This is explained by a mix of office based staff that don't need safety training unlike the field operations staff who work on heights. From Table 7, 21% of respondents were office people, comprised of managers and support staff.

For statutory fees payments to NSSF facilitation, respondents were in agreement with a mean of 4.3 and a slightly lower standard deviation. The respondents showed a neutral picture on question of enrollment to vendor pension scheme with an average of 3.09 (which is almost equal to 3.0). This is partly due to fact that the vendor doesn't operate an internal pension scheme, as information from human resource corroborated.

Note that the percentage of respondents who were undecided was significant in almost all the cases and also the standard deviation on each of the questions posed were high implying that the

responses varied greatly. This was due to the varied background of the respondents (in terms of level/position, contract type) and hence the varied opinions.

All in all, the mean response for facilitation adequacy was 3.71 (above 3) with a standard deviation of 1.012 implying that the respondents perceived the facilitation at the Alcatel-Lucent as inadequate for good project deliverables and eventually performance. The high standard deviation shows that the responses varied greatly between the respondents.

Interviews were conducted alongside documentary review and analysis of quantitative data. The researcher used the interview guide and documentary review guide but also posed questions directly from the questionnaire to supplement the quantitative findings. Research findings from interviews and documentary review as regards the effect of facilitation on project performance are summarized below;

In the open ended part of the questionnaire, most comments suggested that facilitation on transportation needed improvement, an upgrade from current cars used by field operations teams to heavy duty cars such as 4x4s to ease their movements in hard to reach areas, muddy roads, and hilly landscapes. Car loans were suggested to ease mobility of employees.

Suggestions on communication facilitation included:

'*All employees should be given communication handsets irrespective of whether they are permanent or temporary staff to ease communication'* suggested a manager at the vendor.

A field operations staff respondent suggested that *'Need for communication handsets to all employees not just a few'.*

Only permanent employees are given handsets as confirmed from interviews with managers by the Alcatel-Lucent but all employees are on a closed user group where calls within the group are zero rated to ease communication among the employees, both permanent and body shops.

The necessary safety tools and laptops need to be reviewed per half year to make sure the employees have all that is necessary as some tools get worn out.

Salaries reviews need to be done each year if one is to motivate the employees and also keep the employees. Periodic bonus and salary increments should also be given based on the employee performance and performance of the organization at large. A manager at the vendor noted that *Vendors are no longer providing employees with attractive incentives.*

Health care plan can be improved further to accommodate some expensive procedures that may be rare but need urgent attention when they occur such as maternity cover. In such cases the employees may not be able to meet these costs individually. However, during the interview, a response was received that suggested on regulation. *It should be regulated such that all employers, including their contractors, enroll their staff on Medical Cover Schemes and Pension schemes. This is not the case for some vendors today.* This was suggested by a body shop manager at the Alcatel-Lucent.

And lastly, responses varied due to the variations of respondents' status. A field staff member, a body shop, suggested; *The company should set aside a special contribution fund to cater for scenarios such as when someone loses a family member or incase the company has to buy gifts or contribute for employees on specific functions*

4.4.2 The dependent variable: Project performance

Table 10: Descriptive statistic for dependant variable project performance

#		SD		D		N		A		SA		Mean	Std Dev
		F	%	F	%	F	%	F	%	F	%		
1	Project objectives are always met	6	9.1	21	31.8	8	12.1	19	28.8	12	18.2	3.15	1.304
2	Project resources are absorbed as Planned	6	9.1	21	31.8	10	15.2	22	33.3	7	10.6	3.05	1.208
3	Projects are completed on schedule	6	9.1	19	28.8	5	7.6	27	40.9	9	13.6	3.21	1.259
4	Implementation bottlenecks are easily resolved			25	37.9	15	22.7	26	39.4			3.02	.886
5	There are NO unrealistic time extensions	2	3.0	28	42.4	11	16.7	17	25.8	8	12.1	3.02	1.143
6	There are NO unrealistic claims by contractors	9	13.6	12	18.2	2	3.0	18	27.3	25	37.9	3.58	1.489
7	There is adequate supervision of projects	15	22.7	25	37.9	13	19.7	3	4.5	10	15.2	2.52	1.315
8	The projects are completed within the contractual sum	4	6.1	35	53.0	2	3.0	12	18.2	13	19.7	2.92	1.328
9	Implementation schedules are adhered to	11	16.7	18	27.3	12	18.2	21	31.8	4	6.1	2.83	1.223
												3.03	**1.239**

Source: Primary Data

Table 10 shows the frequency (F) and corresponding percentage (%) of the respondents that strongly agreed (SA), agreed (A), were Neutral (N), disagreed (D) or strongly disagreed (SD) with the statements posed about government involvement. It also shows the mean response and standard deviation of the responses. Note that the responses ranged from 1 to 5 with a lower response code (1) showing the worst picture of project performance, the middle code (3) represents the neutral picture that is neither good nor bad and the maximum code (5) represents the best scenario as regards project performance.

A slight number of respondents agreed 31 (47%, both A and SA) than disagreed 27 (40.9%) that project objectives are always met. An almost equal number of respondents (29 – both A and SA) seemed to agree and disagree (27 – both D and SD) in same numbers that project resources are absorbed as planned. However, 36(54.5%) agreed (both A and SA) that projects are finished within schedule, while 25(37.9%) disagreed.

During project deployments, once the team is faced with implementation challenges and bottlenecks, 26 (39.4%) respondents perceived that they are easily overcome while 25(37.9%) disagreed. Majority suggested that there were always no unrealistic time extensions, with an average of 3.02(almost equal to 3), and tended to agree that sub-contractors didn't make unrealistic claims, with an average of 3.58, (almost 4 for Agree).

However, 40 (60.9%) disagreed (both SD and D) with adequacy of current project supervision with only 13(19.7%) respondents agreeing to current level of supervision. This also comes in synchronism that 39(59.1) respondents who disagreed that the projects were ever finished within contractual sum.

On a scale of 1 to 5, the mean response was 3.03 (which is slightly above 3) meaning that the respondents perceived the project performance to be low (undesirable) and a standard deviation of 1.239 which indicates that the responses varied greatly (respondents had divergent views about the different statements on project performance).

Note that the percentage of respondents who were undecided was significant in all the cases and also the standard deviation on each of the questions posed were high implying that the responses

varied greatly. This was due to the varied background of the respondents (in terms of level/position, managers/field staff) and hence the varied opinions.

Based on the above findings therefore, the researcher concluded that in this study, project performance of deliverables was low (as mean response was 3.03 which is above 3) and is characterized by time scope creep, over budget delivery of projects, overshoot of delivery schedules, unrealistic claims by contractors, and inadequacy of supervision.

4.4.2.1 Correlation between Facilitation of body shops and Project performance at Alcatel-Lucent

To be able to test the effect of facilitation of body shops on project performance at the Alcatel-Lucent and the hypothesis that facilitation significantly affected project performance, Pearson correlation was used and the results are shown in the table below;

Table 11: Correlation results for body shop facilitation and project performance

Correlations			
		Facilitation of body shops	Project performance
Facilitation of body shops	Pearson Correlation	1	.293*
	Sig. (2-tailed)		.017
	N	66	66
Project performance	Pearson Correlation	.293*	1
	Sig. (2-tailed)	.017	
	N	66	66
*. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary Data

The correlation coefficient may range from -1 to 1, where -1 or 1 indicates a “perfect” relationship. The further the coefficient is from 0, regardless of whether it is positive or negative, the stronger the relationship between the two variables. Thus, a coefficient of 0.293 is significantly as strong

as a coefficient of -0.293. Positive coefficients tell us there is a direct relationship: when one variable increases, the other increases. Negative coefficients tell us that there is an inverse relationship: when one variable increases, the other one decreases. Notice that the Pearson coefficient for the relationship between adherence to body shop facilitation and successful project performance is 0.293 and it is positive. This tells us that, just as we predicted, as level of adherence to body shop facilitation increases, project performance increases too. At 0.293, the coefficient is below half as large as is possible. It should not surprise us, however, that the relationship is not "perfect" (a coefficient of 1). Facilitation of body shops appears to be an important predictor of successful project performance, but no doubt there are other factors that affect project implementation. Given the variety of factors that may affect project success, a coefficient of 0.293 suggests that the relationship between facilitation and project performance is actually quite strong.

4.4.2.2 Hypothesis testing for facilitation and project performance

However, to test the hypothesis that body shop facilitation has a significant positive effect on project performance, Pearson and regression techniques were used and the tables below show the results.

Table 12: Hypothesis testing for body shop facilitation and project performance

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Project performance[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Facilitation of body shops

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.293[a]	.086	.072	4.332

a. Predictors: (Constant), Project performance

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.808	1	112.808	6.010	.017[a]
	Residual	1201.192	64	18.769		
	Total	1314.000	65			

a. Predictors: (Constant), Project performance

b. Dependent Variable: Facilitation of body shops

Source: Primary Data

From the table 12 above, the R-squared value obtained was .086. This means that 8.6% of the variation in the dependent variable (project performance) is explained by knowing the level of facilitation as perceived by the respondents. The other 91.4% variation in project performance can be explained by other factors other than adherence to facilitation of body shops.

The correlation matrix also gives the probability of being wrong if we assume that the relationship we find in our sample accurately reflects the relationship between facilitation and project

performance that exists in the total population from which the sample was drawn (labeled as Sig. [2-tailed]). The probability value is .017(note that the value is rounded to 3 digits), which is well below the conventional threshold of $p < .05$. Thus, our hypothesis is supported. There is a strong relationship (the coefficient is not 0), it is in the predicted direction (positive), and we can generalize the results to the population ($p < .05$).

4.4.3 Effect of Management of body shops

One of the objectives of this study was to assess the effect of management of body shops on project performance. To achieve this objective, a number of questions were posed to tap the respondents' perceptions and opinions regarding management at the Alcatel-Lucent with an aim of assessing its effect on project performance.

4.4.3.1 Descriptive statistics results on Management of body shops

Table 13 shows the results (descriptive) of the respondents' responses as regards management.

Table 13: Management of body shops

#	Question Item	SD		D		N		A		SA		Mean	Std Dev
		F	%	F	%	F	%	F	%	F	%		
1	The functional(direct) managers wield more power than contractor heads	2	3.0	3	4.5	5	7.6	33	50.0	23	34.8	4.09	.940
2	Employees are free to join trade unions of their choice	14	21.2	12	18.2	13	19.7	18	27.3	9	13.6	2.94	1.369
3	Direct managers have necessary knowledge to manager both contractors and permanent employees.	1	1.5	10	15.2	6	9.1	28	42.4	21	31.8	3.88	1.074
4	Managers are usually dealing with issues only related to their department works	3	4.5	18	27.3	13	19.7	25	37.9	7	10.6	3.23	1.107
5	Decisions are often communicated by direct managers in a precise and concise manner.	1	1.5	10	15.2	9	13.6	31	47.0	15	22.7	3.74	1.027
6	The pay system in place is flexible for employees to work overtime	5	7.6	15	22.7	16	24.2	24	36.4	6	9.1	3.17	1.117
7	The managers have the requisite knowledge needed to deliver in their obligations		9	13.6				43	65.2	14	21.2	3.94	.875
8	Regular performance reviews to measure employee's performance are usually carried out.	1	1.5	12	18.2	10	15.2	30	45.5	13	19.7	3.64	1.047
9	Use of body shops is cost effective.			3	4.5	38	57.6	23	34.8	2	3.0	3.36	.624
												3.55	**1.02**

Source: Primary Data

Table 13 shows the frequency (F) and corresponding percentage (%) of the respondents that strongly agreed (SA), agreed (A), were Neutral (N), disagreed (D) or strongly disagreed (SD) with the statements posed about facilitation of body shops. It also shows the mean response and standard deviation between the responses. Note that the responses ranged from 1 to 5 with a lower response code (1) showing the worst picture on facilitation, the middle code (3) represents the neutral picture

that is neither good nor bad and the maximum code (5) represents the best scenario as regards facilitation.

On the direct control of resources, respondents perceived it that project managers at the vendor hold more power than the contractor heads, with an average of 4.09 and standard deviation of 0.940. This could be explained by fact that the majority of respondents were permanent employees hence reporting to only the project manager at the vendor, and the high standard deviation showing variation of responses since the research gathered responses from contractors or body shops too.

However, respondents perceived that Alcatel-Lucent managers have inadequate knowledge to manage the mix of permanent and contract staff, with an average of 3.88(which is above 3) and standard deviation of 1.074. While 57 (76.7%) of respondents agreed that managers had the requisite knowledge to carry out their tasks. Generally 49 (74.2%) of respondents seemed to agree with the available managerial talent to manage the mix of employment types at the vendor workplace. The respondents further suggested that communication by managers was inadequately precise and concise, with an average of 3.47 and standard deviation of 1.027.

Majority of respondents acknowledged that they were neutral to join trade unions of their choice, with an average of 2.94 (which is just below 3) and standard deviation of 1.369. However, from the human resource manual for vendor, all employees are free to join the trade unions of their choice but none of the employees has registered as a member of any trade union in Uganda.

On the cost effectiveness of use of body shops, a sizable number, 38 (57.8%) were neutral. This could be explained by the fact that the majority of respondents were field staff who didn’t have a chance to look at the financial books at the end of the project.

All in all, the mean response for management adequacy was 3.55 (above 3) with a standard deviation of 1.02 implying that the respondents perceived the management of body shops at the Alcatel-Lucent as inadequate for good project performance. The high standard deviation shows that the responses varied greatly between the respondents.

4.4.3.2 Correlation between Management of body shops and Project performance at Alcatel-Lucent

To be able to test the effect of Management of body shops on project performance at the Alcatel-Lucent and the hypothesis that management significantly affected project performance, Pearson correlation was used and the results are shown in the table 14 below.

Table 14: Correlation results for Management of body shops and project performance

Correlations			
		Management of body shops	Project performance
Management of body shops	Pearson Correlation	1	.197
	Sig. (2-tailed)		.013
	N	66	66
Project performance	Pearson Correlation	.197	1
	Sig. (2-tailed)	.013	
	N	66	66

Source: Primary Data

Notice from the table 14 above that the Pearson coefficient for the relationship between management of body shops and successful project performance is 0.197 and it is positive. This tells us that, just as we predicted, as quality of management increases, project performance is more successful. At 0.197, the coefficient is about a quarter as large as is possible. It should not surprise us, however, that the relationship is not "perfect" (a coefficient of 1). Management appears to be an important predictor of successful project performance, but no doubt there are other factors that affect project performance. Given the variety of factors that may affect project performance, a

coefficient of 0.197 suggests that the relationship between management of body shops and project performance is actually quite strong.

4.4.3.3 Hypothesis testing for management and project performance

However, to obtain the effect of management of body shops on project performance, regression was used and the tables below show the results.

Table 15: Hypothesis testing for Management of body shops and project performance

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Project performance[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Management of body shops

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.197[a]	.039	.024	4.378

a. Predictors: (Constant), Project performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.515	2.908		8.086	.000
	Project performance	.168	.105	.197	1.606	.013

a. Dependent Variable: Management of body shops

Source: Primary Data

From the table 15 above, the R-squared value obtained was .039. This means that 3.9% of the variation in the dependent variable (project performance) is explained by knowing the level management of body shops as perceived by the respondents. The other 96.1% variation in project performance can be explained by other factors other than management of body shops.

The correlation matrix also gives the probability of being wrong if we assume that the relationship we find in our sample accurately reflects the relationship between management of body shops and project performance that exists in the total population from which the sample was drawn (labeled as Sig. [2-tailed]). The probability value is .013(note that the value is rounded to 3 digits), which is well below the conventional threshold of $p < .05$. Thus, our hypothesis is supported. There is a significant relationship (the coefficient is not 0 but 0.197), it is in the predicted direction (positive), and we can generalize the results to the population ($p < .05$).

During the study, interviews were conducted. Research findings from interviews and documentary review as regards the effect of management on project performance are summarized below;

A Manager respondent noted that, *the overtime payments should be paid to managers too, as it is currently paid to only field staff*. A respondent added *there should be certain standards when selecting a manager. Also the performance programs in place for employees are not clear. Goals are defined, career path defined but each new year seems like the last.*

And this was supplemented by another field staff body shop respondent by clarifying *it helps for managers to have knowledge of what their subordinates do. This will help in situations where they need to evaluate these individuals. They can give a proper assessment of the employees.*

A field staff body shop respondent offered advice to managers who coin the contracts with the human resource companies, parent companies for the body shops that *Welfare of the employees*

should always be considered when negotiating contracts with the HR companies as they tend to lower the cost too much at the detriment of the employees.

Another interviewee further added that *always involve departments, managers and staff at every level, especially in policy formulation, setting of internal objectives, communications and training.*

It can be concluded that even managers are having a few remuneration complaints such as overtime, and continuous learning of managers is encouraged so that they can ably manage the highly specialized technical field staff, and also make sound contracts with body shop companies that are win-win for the vendor and the body shops.

However some respondents noted ways of how to improve the nascent industry of the use of body shops. Realizing that it is here to stay, the suggestions to improve current situation included:

a) Body shops should be well equipped and fully utilized for improving skills and testing features and functionality of equipment to customers and trainees.

b) Each Vendor should set the minimum requirements/benefits for any human resource offered to them by the body shop to avoid scenarios where the vendor expects too much from a resource and yet their motivation levels could be too low, as result of poor benefits.

c) Companies should consider body shops only for skills not within the organization and such resources must have clear Key Performance Indicators (KPI's) to ensure the company's targets are met. Proper policies must be set to avoid abuse of facilities and work resources.

4.4.4 Effect of Training of body shops

One of the objectives of this study was to assess the effect of training of body shops on project performance. To achieve this objective, a number of questions were posed to tap the respondents'

perceptions and opinions regarding training at the Alcatel-Lucent with an aim of assessing its effect on project performance.

4.4.4.1 Descriptive statistics results on Training of body shops

Table 16 (on the next page) shows the results (descriptive) of the respondents' responses as regards management.

Table 16: Training of body shops

#	Question Item	SD		D		N		A		SA		Mean	Std Dev
		F	%	F	%	F	%	F	%	F	%		
1	The vendor allocates money appropriately to train its employees(permanent)			11	16.7	26	39.4	19	28.8	10	15.2	3.42	.946
2	The contractor allocates money appropriately to train its employees(contractors or body shops)	6	9.1	19	28.8	24	36.4	11	16.7	6	9.1	2.88	1.089

3	The vendor believes management training is an important aspect of her business strategy	1	1.5	4	6.1	10	15.2	32	48.5	19	28.8	3.97	.911
4	The vendor carries out continuous training of its employees	5	7.6	15	22.7	18	27.3	16	24.2	12	18.2	3.23	1.213
5	The vendor believes training is an investment that will pay off and costs incurred are justifiable	1	1.5	7	10.6	13	19.7	32	48.5	13	19.7	3.74	.950
6	The trainings offered to employees are often geared towards the vendor projects accomplishment			4	6.1	4	6.1	35	53.0	23	34.8	4.17	.796
7	The selection of trainees is done in a fair and transparent manner.	4	6.1	12	18.2	13	19.7	25	37.9	12	18.2	3.44	1.165
8	Trained employees ably use their knowledge to facilitate their work			1	1.5	8	12.1	33	50.0	24	36.4	4.21	.713
												3.63	**0.973**

Source: Primary Data

From table 16 above, on the allocation of training money for the permanent staff training, the majority of respondents perceived it as inadequate with a mean of 3.42 and standard deviation of 0.948 and while for the both mix of employees, permanent and contractors, majority of respondents were undetermined with a mean of 2.88 and a slightly higher standard deviation of 1.089. As one body shop field staff respondent noted in the questionnaire, *the vendor plans for trainings for permanent staff while the contractors learn on job from experienced staff*. This partly explains the responses recorded above.

The majority of respondents agreed that management training is essential for the business strategy, 51 (77.3%). An almost equal number of respondents agreed that trainings are an investment that would pay off in future, 45 (68.2%).

The respondents overwhelmingly agreed that trainings are planned to achieve project deliverables, 58 (87.8%) either agreed or strongly agreed, with a mean of 4.17 (which is above 4 for A (Agree)).

An equally high number of respondents also were of the view that once employees are trained, they ably use their knowledge in their day to day tasks, with an average of 4.21 (which is above 4 – Agree).

However the selection of trainees for different courses was perceived not to be sufficiently transparent by majority of respondents with a mean of 3.44 and standard deviation of 1.165. This was however explained by a manager at the vendor company that, *majority of respondents were field staff who normally don't have the regional and long term vision of the skill gaps that need to be filled, and planned discontinuation of certain products.*

In summary, majority of respondents agreed that training is essential for business; however the overall mean of 3.63 suggests that some inadequacy of training funds allocation exists at the vendor entity.

4.4.4.2 Correlation between Training of body shops and Project performance at Alcatel-Lucent

To be able to test the effect of training of body shops on project performance at the Alcatel-Lucent and the hypothesis that training significantly affected project performance, Pearson correlation was used and the results are shown in the table below;

Table 17: Correlation results for Training for body shops and project performance

Correlations			
		Training of body shops	Project performance
Training of body shops	Pearson Correlation	1	.518**
	Sig. (2-tailed)		.000
	N	66	66
Project performance	Pearson Correlation	.518**	1
	Sig. (2-tailed)	.000	

	N	66	66
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data

Notice from the table above that the Pearson coefficient, r for the relationship between training and successful project performance is .518 and it is positive. This tells us that, just as we predicted, as trainings increase, project performance is more successful. At .518, the coefficient is just above the half as large as is possible. It should not surprise us, however, that the relationship is not "perfect" (a coefficient of 1). Trainings appear to be a very important predictor of successful project performance, but no doubt there are other factors that affect project performance. Given the variety of factors that may affect project implementation, a coefficient of .518 suggests that the relationship between training of body shops and project performance is actually quite very strong.

4.4.4.3 Hypothesis testing for training of body shops and project performance

However, to obtain the effect of training body shops on project performance, regression was used and the tables below show the results.

Table 18: Hypothesis testing for Training for body shops and project performance

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Project performance[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Training of body shops

Model Summary

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Project performance[a]	.	Enter

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518[a]	.268	.257	4.406

a. Predictors: (Constant), Project performance

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	455.153	1	455.153	23.443	.000[a]
	Residual	1242.605	64	19.416		
	Total	1697.758	65			

a. Predictors: (Constant), Project performance

b. Dependent Variable: Training of body shops

Source: Primary Data

From table 18 above, the R-squared value obtained was .268. This means that 26.8% of the variation in the dependent variable (project performance) is explained by knowing the level of trainings offered to body shops as perceived by the respondents. The other 73.2% variation in project performance can be explained by other factors other than training.

The correlation matrix also gives the probability of being wrong if we assume that the relationship we find in our sample accurately reflects the relationship between training and project performance that exists in the total population from which the sample was drawn (labeled as Sig. [2-tailed]). The probability value is .000, which is well below the conventional threshold of $p < .05$. Thus, our hypothesis is thus supported. There is in fact a very strong relationship (the coefficient is not 0 but

0.518), it is in the predicted direction (positive), and we can generalize the results to the population ($p < .05$).

The researcher used the interview guide and documentary review guide but also posed questions directly from the questionnaire to supplement the quantitative findings. Research findings from interviews and documentary review as regards the effect training of body shops on project performance are summarized below;

Respondents suggested that regularity of trainings needs to be improved on. Trainings should be equally provided to permanent and body shops, as currently, the balance favored permanent employees.

Employees should be fully aware of their growth opportunities in the company so that they can strive to achieve those goals, through arranged trainings.

Body shops should be well equipped and fully utilized for improving skills and testing features and functionality of equipment to customers and trainees.

Adopted from dissertation, Grigorenco, (2010), trained personnel are specialized and are in charge of generating efficiency. While the provider of outsourcing is a specialized organization, the company, which is serviced, has a chance to decrease its capital investment and increase quality of production, as a result, less risky in operational terms.

Table 19: Regression results for Facilitation, Management and training of body shops and project performance

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Training of body shops, Facilitation of body shops, Management of body shops[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Project performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.590[a]	.348	.317	4.286

a. Predictors: (Constant), Training of body shops, Facilitation of body shops, Management of body shops

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	608.479	3	202.826	11.040	.000[a]
	Residual	1139.051	62	18.372		
	Total	1747.530	65			

a. Predictors: (Constant), Training of body shops, Facilitation of body shops, Management of body shops

b. Dependent Variable: Project performance

Source: Primary Data

From Table 19 above, the combined effect of Facilitation, management and training of body shops on project performance has an R-square value of 0.348, meaning that as perceived by respondents, the above three factors of this study accounted for 34.8% of project performance. Given that many factors affect project performance, the remaining 65.2% can be explained by factors not part of

this study. The researcher therefore concludes that the three factors analyzed during the research significantly affect project deliverables and hence project performance.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter entails a summary of the study findings, discussion of main findings, conclusions and recommendations as well as areas that require further research.

5.2 Summary of Study Findings

The study assessed the factors that affect project performance at Alcatel-Lucent. It followed complaints by the general public and then government plans to come up with legislations to punish networks that offer avoidable poor quality services to general populace. There have been a high number of complaints in newspapers, on social media such as twitter and facebook about operator's services. Knowing that networks are put up by telecom equipment vendors, the research concentrated on the vendors to determine the cause of poor quality networks, by analyzing project performances of the vendor.

To guide the study, the researcher hypothesized as follows;

1. **H1** The facilitation of body shops significantly affects project performance in the telecom sector in Uganda.
2. **H1** The current management style of body shops significantly affects their project performance in the telecom sector in Uganda.
3. **H1** The trainings offered to body shops significantly affect their project performance in the telecom sector in Uganda.

In this cross-sectional survey study in which both qualitative and quantitative research methods were used, data on three Independent variables (facilitation, management and training of body shops), and the dependent variable of project performance was collected about Alcatel-Lucent through documentary review and interview of 66 respondents. The respondents chosen (those with information relevant to the study) comprised managers (branch manager and managers), field staff or operations and support staff to whom a questionnaire was administered and 8 managers who were interviewed.

Frequency distributions for the background variables, independent variables, the moderating variable and the dependent variable were done. Pearson correlation was used to test the effect (and significance of this effect) of the independent variables on the dependent variable (project performance).

Basing on the results, the study concluded by accepting all alternative hypotheses, as follows;

- The facilitation of body shops significantly affects project performance in the telecom sector in Uganda.
- The current management style of body shops significantly affects their project performance in the telecom sector in Uganda.
- The trainings offered to body shops significantly affect their project performance in the telecom sector in Uganda.

From the above findings, the conceptual framework (figure 1) can apply without modification.

With the summary above, it can be concluded that the networks quality in Uganda is very poor, and this is again noted with the speech issued by the line minister in charge of telecommunications, in January 2014, that: *"We have been receiving complaints from customers of poor network quality*

by all telecommunications companies. We hope this will disappear soon," Minister cautioned, under the article published in the leading daily newspaper, The New Vision on 22nd-Jan-2014, *http://www.newvision.co.ug/news/651700-telecoms-warned-against-poor-network-quality.html* .

5.3 Discussion of Findings

Based on the study findings in chapter four, the discussions of the findings were made objective by objective as follows;

5.3.1 Effect of facilitation of Project performance

The researcher set out to find the effect of facilitation of body shops on project performance at Alcatel-Lucent. From the study, it became clear that;

Facilitation of body shops was found inadequate with a mean response of 3.03(which is slightly above 3). The communication facilitation by provision of handsets and airtime vouchers for both data and voice calls were perceived to be inadequate with respective means of 3.56 and 3.92. This was characterized by handsome facilitation of the permanent employees unlike the body shops as reported by respondents. The need of communication facilitation among employees was found to be in agreement with Oyella (2007) who had argued that effective organizations depend highly on effective communication systems.

However, there seemed to be great agreement among the respondents about the medical insurance cover offered by Alcatel-Lucent, with an average of 4.33 in Agreement. From documentary review, it was noted that body shops are not covered by medical insurance in areas where they are

employed, and taking into account that only 11 respondents were actually body shops, this average largely captures the satisfaction of permanent employees with Alcatel-Lucent.

There were an equally high number of responses in agreement with the fact that the vendor contributes the mandatory statutory fees, such as NSSF for its employees with a mean of 4.30. This was corroborated with the interviews with the managers who also confirmed that there was no internal pension scheme, which tallied with the fact majority of respondents were indifferent with a mean of 3.09 (which is almost 3 – Neutral).

The above fringe benefits, medical insurance and pension fees seemed to be an attractive feature for retaining talent. From the average age groups, the majority of respondents were in the age bracket of 20-39, the most productive group in a technical environment. This agrees well with Acayo (2012) that fringe benefits increase employee commitment to an organization.

Respondents perceived that the provided health and safety procedures and tools were just adequate, with a mean of 3.91(which is almost 4). However, majority noted during interviews that the tools offered to body shops by their mother companies were of inferior quality, and suggested a periodic review- twice a year so as to maintain the right safety standards of these tools such as safety harnesses. Overall there no noticeable employee dissatisfaction which was in line with assertion by Acayo (2012) that lack of minimum security or safety mechanisms led to it.

The correlation of facilitation and project performance gave a positive coefficient of .293 which is significantly strong. Positive coefficients tell us there is a direct relationship: when one variable increases, the other increases too. The regression analysis gave the R-squared value as .086. This meant that 8.6% of the variation in the dependent variable (project performance) is explained by knowing the level of facilitation as perceived by the respondents.

Aneesh (2000) notes the typical facilitation meted out to body shops hired by American companies. The company doesn't have to hire an employee; hence they don't have to pay for its insurance. And they can fire the body shop, not a liability for them. But in [re]turn they have to pay more money. The other thing is if they hired a full-time employee they would have to train him [or her]. Although contractual workers placed with different companies by their parent body-shopping firms may be earning more in the short term, they are still low cost labor from a long-term perspective. While annual contracts fetch these temporary workers higher income than annual salaries of regular employees in similar positions, they allow the receiving company to trim its workforce, take these temporary workers into service only in times of need, and economize on long term benefits—like retirement contributions and health insurance—that it is required to pay to its permanent employees.

From the discussion, it is now clearer that unless the facilitation of body shops is stepped up, the quality of project deliverables and networks and ultimately their performance will leave a lot to be desired.

5.3.2 Effect of management of body shops on Project performance

The other objective of the study was to examine the effect of management style of the body shop environment on project performance. This objective was looked at in terms of management structures, trade unions availability, management knowledge of the company managers, communication and performance reviews.

For the management structure, majority of respondents agreed that the direct or project manager wielded more power than the manager at body shop home company in terms of deployments

direction. Some respondents further noted that at body shop companies, there are no technical managers but rather human resource related competencies, and it is for that reason that the project managers wielded more power. Mulcahy (2011) describes the above organization structure as a strong Matrix one. A matrix organization tries to maximize the strengths of both Functional and Projectized structures. This is the most common form of organization structure. In a strong matrix, power rests in the hands of the project manager while in a weak matrix, the functional manager wields more power. With a strong project manager arrangement noted by respondents, this further proves that the lack of complications and conflicts between the managers at the vendor and service providers, were solved by that, in agreement with Burkholder (2006).

Jakki (2010) notes that if the objective is to maximize efficiency and effectiveness of every business function, particular attention needs to be paid to governance (organization and management) of these functions. The resources a firm controls can lead to sustainable competitive advantage provided they are valuable, rare, inimitable, and cannot be substituted (Barney, 1991). Those business functions that meet these characteristics are clearly mission-critical and contribute to core competencies

McIvor, (2013) acknowledged that Effective performance management is as a critical influence on successful services outsourcing in the literature review. Performance management has implications for both the decision to outsource, and implementing and managing the outsourcing arrangement. In making the decision to outsource a process, organizations often focus on processes with which they are experiencing performance problems. Mistakenly, organizations assume that external vendors can provide processes at a higher performance level than internal functions. However, analyzing the causes of poor process performance in areas of cost and service quality

can expand the range of sourcing options available – ranging from outsourcing to internal process improvement.

The majority of respondents further suggested that the functional managers had some requisite knowledge to manage the deployment projects and the contract mix of resources involved on the various projects, with mean values of 3.88 and 3.94(both above 3) respectively. This agreed well with Power (2006) who suggested that outsourcing required disciplined and skilled managers and executives at the hiring company for it to succeed. And indeed, the outsourcing arrangement has so far been successful, with no mention of end of arrangement by any of respondents.

There were a sizeable number of respondents who noted that the pay system was not adequately compensating for works done out of normal times and further noted that use of body shops was not adequately cost effective. During interviews, it was noted due to absence of regular performance reviews, some of these items were not adequately communicated to management. This shows that vendor managers were skilled to be able to derive the needed results from employees with a few personal concerns. This further adds credence to the Path-goal theory, where Daft (2006), notes that a leader increases the employees' motivation by either clarifying the path to available rewards or by increasing the value of rewards.

There were varied responses from respondents and this is manifested in high standard deviation of 1.02. The overall mean of the study was 3.55, which showed that majority of respondents agreed that management of body shops contributed to a significant degree towards project performance. The Pearson coefficient for the relationship between management of body shops and successful project performance was .197 and it is positive. This tells us that, just as we predicted, as quality of management increases, project performance is more successful. The R-squared value obtained was .039. This meant that 3.9% of the variation in the dependent variable (project performance)

was explained by knowing the level management of body shops as perceived by the respondents, The probability value was .013(note that the value is rounded to 3 digits), which is well below the conventional threshold of $p < .05$, with which we could generalize the results of the study for the whole population.

From the above discussion, it is clear that if management of body shops is given a keen look, the project performance automatically improves hence improving the quality of networks in Uganda.

5.3.3 Effect of Training of body shops on Project performance

The last objective of the study was to examine the effect of training on project performance. This objective was looked at in terms of management commitment to training, allocation of appropriate budgets, organizational continuous learning and the use of gained knowledge in normal day operations activities.

The majority of respondents agreed with current management commitment on training with an average of 3.97 (almost 4 – Agree) and agreed with Kanyesigye (2001) who believed that training can succeed if it has management support. But respondents noted that the allotted training budget was inadequate for the formal training needs for all the employees, and quiet non-existent for the body shops.

The majority of respondents were of the view that the vendor doesn't consider seriously continuous training of its personnel, though they inadequately agreed that the trainings are an investment for the future. This is in line with Kitching (2005). Functional training is carried out in the initial stages of employment to enable new staff learn their work obligations, the specific job knowledge

and skills and work performance standards. This ensures that workers' efforts and creativity are channeled into productive ways, since the vendor is a highly specialized organization.

However, majority of respondents agreed that the little trainings available are often geared to projects at hand, and the trained personnel show remarkable improvements in job outputs. This agreed well with assertions by Gaboi (2004), who argued that training should always be continuous and consistent, based on needs analysis. He further noted that most cases, trainings are reactive or an immediate response to a problem. On the improvement of job outputs, this agreed with Balaba (2008), who acknowledged that widespread training and development should be encouraged, further noted that employees who are highly trained and whose career development is effectively managed by the company show high levels of commitment, flexibility, and are invariably multi-skilled and can make significant contributions to the quality of goods and services.

The majority of respondents seemed to agree with fact that the overall mean was 3.65(above 3), who seemed to agree that training is important for project performance. To generalize the relationship, we ran the correlation and it showed that a very high positive coefficient of 0.518 or more than half as large as possible. Further analysis was made to obtain the R-squared value; the R-squared value obtained was .268. This meant that 26.8% of the variation in the dependent variable (project performance) was explained by knowing the level of trainings offered to body shops as perceived by the respondents.

From the above discussion, it is clear that the training of body shops is the most important factor studied in the research, the project performances automatically improves once the personnel are well trained, hence improving the quality of networks in Uganda.

5.4 Conclusions

This study was intended to assess the factors affecting project performance of body shops at Alcatel-Lucent, to generalize for the telecom sector in Uganda. It was proposed that facilitation, management and training were the independent variables affecting the performance of body shops. It can be concluded that all the independent variables significantly affected the project performance at the Alcatel-Lucent. The most significant being trainings offered to body shops in relation to their fields of operations. This conclusion was reached given the correlation analysis and observations made in chapter four of this study. Below are the conclusions made under each specific objective in the study.

5.4.1 Facilitation and project performance

On the basis of the research findings, we can conclude that the research was able to assess the extent to which facilitation affects project performance at Alcatel-Lucent. Communication, medical, statutory payments, bonuses, transport allowances and health and safety were found to be critical facilitation factors and significant project performance of body shops. The hypothesis that facilitation significantly affects project performance at Alcatel-Lucent was supported by evidence from the field and accordingly adopted. Since the p values were smaller than 0.05, it is concluded that facilitation significantly affects project performance. The R-squared value obtained also confirmed that facilitation affects 8.6% of project performance.

The hypothesis set is thus accepted as:

The facilitation of body shops significantly affects project performance in the telecom sector in Uganda.

It can therefore be stated that where there is no good facilitation of body shops, project performance will be poor if they are involved in project execution or activities, and hence the final network quality being poor.

5.4.2 Management and project performance

We can conclude that the research was able to assess the extent to which management affects project performance at Alcatel-Lucent. Management structures, management knowledge, communication and performance reviews, were found to be critical management factors and significantly affect project performance of body shops. The hypothesis that management significantly affects project performance at Alcatel-Lucent was supported by evidence from the field and accordingly adopted. Since the p values were smaller than 0.05, it is concluded that management significantly affects project performance. The R-squared value obtained also confirmed that management affects 3.9% project performance.

The hypothesis set is thus accepted as:

The current management style of body shops significantly affects their project performance in the telecom sector in Uganda.

It can therefore be stated that where there is no skilled management, project performance will greatly suffer if it involves use of body shops, thus the continuous poor network quality in Uganda.

5.4.3 Training and project performance

From the research findings, we can conclude that the research was able to assess the extent to which training affects project performance at Alcatel-Lucent. Management commitment to

training, allocation of appropriate budgets, organizational continuous learning and the use of gained knowledge in normal day operations activities, were found to be critical training factors and significantly affect project performance of body shops. The hypothesis that training significantly affects project performance at Alcatel-Lucent was supported by evidence from the field and accordingly adopted. Since the p values were smaller than 0.05, it is concluded that training significantly affects project performance. The R-squared value obtained also confirmed that training affects 26.8% project performance. This is the most significant factor of the factors assessment in this study, to affect project performance and hence network quality in Uganda.

The hypothesis set is thus accepted as:

The trainings offered to body shops significantly affect their project performance in the telecom sector in Uganda.

It can therefore be stated that where there is no training for skills improvement for body shops, project performance will be poor and thus poor quality networks persistence in Uganda.

5.5 Recommendations

5.5.1 Facilitation and Project performance at Alcatel-Lucent

From the study, it has been made clear that unless the facilitation gaps identified are addressed, project performance will continue to suffer or stay in current status. The researcher therefore recommends the following;

i) The need to have a uniform facilitation of both permanent and body shops. This should include communication handsets, airtime vouchers, safety tools, and standard laptops.

ii) Trade unions or regulations should also come and support the plight of body shops, they are not covered by any medical insurance schemes, while their permanent counterparts are often covered and have a host of other benefits.

iii) Regular performance reviews for body shops should be instituted but their parent companies, from which, the need to increase incentives, pay, bonuses could be noticed

5.5.2 Management and Project performance at Alcatel-Lucent

The research has made clear that unless the management gaps identified are addressed, project performance will continue to suffer or stay in current status. The researcher therefore recommends the following;

i) Body shops should be encouraged by management to join trade unions of their choice. The unions have the mechanisms to air out grievances to a wider audience including policy makers unlike individuals. Management should foster an enabling environment for employees permanent or body shops to join trade unions of their choice.

ii) The vendor should offer refresher trainings to its managers of how to manage an environment that has permanent and body shop personnel.

iii) Each Vendor should set the minimum requirements/benefits and key performance indicators for any human resource offered to them by the body shop company to

avoid scenarios where the vendor expects too much from a resource and yet their motivation levels could be too low, as result of poor benefits.

5.5.3 Training and Project performance at Alcatel-Lucent

The study has been made clear that unless the training gaps identified are addressed, project performance and quality of Ugandan networks will continue to suffer or stay in current status. The researcher therefore recommends the following;

i) The majority agreed that once a body shop is sufficiently trained, their results are guaranteed. It is thus imperative to offer body shops the requisite trainings before putting them on site to handle live networks.

5.6 Contribution of this Study

The study has thrown more light on the factors affecting project performance in Uganda, by body shops and therefore, this contributes to the body of knowledge in that field. This study therefore will serve as reference material for those who are looking for empirical evidence on the effect of facilitation, management and training of body shops in a project environment in the telecommunications sector in Uganda.

Recommendations from this study if implemented will go a long way in improving project performances and therefore networks quality in Uganda, an improvement that is greatly needed considering the current outcry by the populace.

5.7 Areas for Further Research

i. Much as the study findings identified and confirmed facilitation, management, and training as factors affecting project performance, these may not be the only factors. Therefore, interested future researchers could try assessing other factors that affect project performance by body shops in the telecom sector.

ii. This study was carried out in only one of the telecom vendors in Uganda, while there are many vendors and operators involved in this telecom industry in Uganda. It is possible that the findings of this study may not be true for all the others. Therefore, interested future researchers can conduct the same study in other players in the telecom industry find out if the findings are generalizable.

iii. The research was carried out at Alcatel-Lucent only, which is the customer of a body shopping company. A comparative study should be done at the body shops mother company so as they compare views from that angle.

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APPENDICES

Appendix 1

Questionnaire

Introduction

Dear Respondent

My name is Abdulhakeem Ssewanyana. I'm pursuing a Masters Degree in Management Studies (Project Planning and Management) at Uganda management Institute. I'm interested in establishing the factors influencing project performance of body shop outsourcing. Your views as a staff of a telecom vendor are considered part and parcel of this study. Kindly provide accurate information on the following issues to the best of your ability following instructions given after each item and kindly return your completed questionnaire to the researcher.

Your cooperation will be highly appreciated and all the given information will be treated with strict privacy and confidentiality, and shall not be used for any other purpose whatsoever other than for this study.

Yours Sincerely

A. Ssewanyana

Section 1: Background Information (Tick as appropriate)

1. Gender
    a. Male …… Female …..

2. Age
    a. 20-25 …. 25-30 …. 30-35 …. 35-40 … 41-45 ….. Over 45 …..
3. Your Highest Level of Education
    a. Secondary …. Tertiary …. University …. Other (specify) ……..
4. Your current Job placement
    a. Support Staff ….. Field Force ….. Manager …. Other (specify) …….
5. Your current employment type:
    a. Permanent …. Contractor …. Other (specify) ……..

Section 2: Facilitation of body shops

In the following section, please tick () on the scale of 1-5 how strongly you disagree or agree with the statements given.

1=Strongly Disagree, 2 =Disagree, 3 Neither Disagree or Agree, 4 = Agree, 5 = Strongly Agree

Nr	Question	1	2	3	4	5
6	Vendor gives out periodic Bonus to all employees					
7	Vendor provides communication handsets to its employees					
8	All employees are usually given the needed vouchers for communication with peers and customer personnel.					
9	All employees are given medical cover by the vendor.					

10	All employees of the vendor automatically get enrolled into Vendor pension schemes					
11	The Vendor contributes the mandatory NSSF fees on behalf of its employees.					
12	Employees subjected to work hazards are provided with necessary safety procedures and tools.					

13) There is always room for improvement in terms of facilitation of employees, what exactly would you like improved as regards the facilitation of employees.

……

……

……

Section 3: Management of body shops

In the following section, please tick () on the scale of 1-5 how strongly you disagree ot agree with the statements given.

1=Strongly Disagree, 2 =Disagree, 3 Neither Disagree or Agree, 4 = Agree, 5 = Strongly Agree

Nr	Question	1	2	3	4	5
14	The functional(direct) managers wield more power than contractor heads					

15	Employees are free to join trade unions of their choice					
16	Direct managers have necessary knowledge to manager both contractors and permanent employees.					
17	Managers are usually dealing with only issues related to their department works					
18	Decisions are often communicated by direct managers in a precise and concise manner.					
19	The pay system in place is flexible for employees to work overtime					
20	The managers have the requisite knowledge needed to deliver in their obligations					
21	Regular performance reviews to measure employee's performance are usually carried out.					
22	Use of body shops is cost effective.					

23) Comment briefly on ways to improve on management of body shops at the telecom vendor.

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……

……

Section 4: Training of body shops

In the following section, please tick () on the scale of 1-5 how strongly you disagree ot agree with the statements given.

1=Strongly Disagree, 2 =Disagree, 3 Neither Disagree or Agree, 4 = Agree, 5 = Strongly Agree

Nr	Question	1	2	3	4	5
24	The vendor allocates money appropriately to train its employees(permanent)					
25	The contractor allocates money appropriately to train its employees(contractors or body shops)					
26	The vendor believes management training is an important aspect of her business strategy					
27	The vendor carries out continuous training of its employees					
28	The vendor believes training is an investment that will pay off and costs incurred are justifiable					
29	The trainings offered to employees are often geared towards the vendor projects accomplishment					

30	The selection of trainees is done in a fair and transparent manner.					
31	Trained employees ably use their knowledge to facilitate their work					

32) Comment briefly on ways to improve on Training of body shops at the telecom vendor.

……

……

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SECTION 5: PROJECT PERFORMANCE

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
33	Project objectives are always met					
34	Project resources are absorbed as Planned					
35	Projects are completed on schedule					
36	Implementation bottlenecks are easily resolved					
37	There are NO unrealistic time extensions					
38	There are NO unrealistic claims by contractors					
39	There is adequate supervision of projects					

40	The projects are completed within the contractual sum					
41	Implementation schedules are adhered to					

I thank you for completing the questionnaire; kindly return it to the researcher.

Appendix 2

Interview Guide

Introduction

Dear Respondent

My name is Abdulhakeem Ssewanyana. I'm pursuing a Masters Degree in Management Studies (Project Planning and Management) at Uganda management Institute. I'm interested in establishing the factors influencing project performance of body shop outsourcing. Your views as a staff of a telecom vendor are considered part and parcel of this study. Kindly provide accurate information on the following issues to the best of your ability following instructions given after each item and kindly return your completed questionnaire to the researcher.

Your cooperation will be highly appreciated and all the given information will be treated with strict privacy and confidentiality, and shall not be used for any other purpose whatsoever other than for this study.

Thank you.

1. What is your job title
2. Are you a permanent employee

3. What fringe benefits don’t you get while others get. Briefly provide a reason.
4. Have you done formal class or online trainings? Who met the costs for such trainings
5. Does the vendor offer periodic refresher courses to its employees?
6. Does the vendor have mechanisms for managing the contractor employees? How effective are such mechanisms?
7. How do you compare the costs attributed to permanent and contractors in general to the vendor company?
8. In terms of productivity, is there a different between the two types of hire, if so why?
9. How do you rate the customer satisfaction while dealing with either contractors or permanent employees?
10. Any comments you would like to make as regards body shop outsourcing?