

**CO-WORKER SUPPORT AND EMPLOYEE JOB FIT**  
**A CASE OF GRACE LAND HOTEL AND GARDENS IN BUNGA**

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**A DISSERTATION SUBMITTED TO THE COLLEGE OF ECONOMICS AND  
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UNIVERSITY**

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## DECLARATION

I declare that this research Dissertation titled "co-worker support and employee job fit" is my original work and to the best of my knowledge and ability, it has never been submitted to any university or institution for any academic award whatsoever. Where works of other writers and authors have been used, proper acknowledgment has been made through in-text citations and references in the reference pages.

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## APPROVAL

This research Dissertation titled “co-worker support and employee job fit” has been submitted with my approval as the University supervisor.

Signature: .....

Date: 24/08/2019

**Mr. Kabagambe Francis**

## **DEDICATIONS**

I dedicate this work to my beloved mum Ms. Kauma mastula, my father Mr. Kizito Ali, my supervisor Mr. Kabagambe Francis, my beloved aunt Naigo harriet, my sisters, Nasubuga Maimuna and Namubiru Amina for the support they offered to me during my hard time of carrying out the study and my course in Haman Resource Management at Kampala International University

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## ABSTRACT

The study was about co-worker support and employee job fit. a case of grace land hotel and gardensin bunga. The general objective of the study was to examine the relationship betweenco-worker support and employee job fit. A case study of grace land hotel and gardens in bunga. In order to understand the study aims, three objectives were developed and these focused particularly on: - (i) To assess the nature ofco-worker support in organizations (ii) To examine the level employee job fitgrace land hotel and gardens in bunga, (iii) To examine the relationship betweenco-worker support and employee job fit. The study adopted across sectional design using a quantitative approach which adopted a questionnaire tool comprising of questions which were distributed to 50 respondents to the entire population of study. Based on the results obtained indicatedco-worker support at work has a greater impact onemployee job fit that's to say if there are good co-worker support workers will see no reason as to why they cannot be attached to their job fit in organizations. the tool used for data collection during was questionnaire, Ethical Consideration, Document Analysis. Data source were primary data and secondary data. The findings can prove basing on the following; researcher examined the relationship between co-worker support and employee job fit of different workers in grace land hotel and gardens in bunga.

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This chapter presents the back ground of the study, the statement of the research problem, purpose of the study, objectives of the study, research questions, and scope of the study

#### 1.1 Back Ground of the study

The concept of “fit” is a familiar one for most people in organizations. Job applicants choose between organizations on the basis of their perceived fit with jobs and organizations (Judge & Cable, 1997; Saks & Ashforth, 1997), recruiters make hiring decisions on the basis of their perceptions of applicants’ fit (Cable & Judge, 1997; Kristof-Brown, 2000), and employees’ fit perceptions affect their turnover decisions (Cable & Judge, 1996). Thus, people develop and use perceptions of fit as they maneuver through organizational life. In fact, because they are more proximal determinants of behaviour, perceptions of fit are better predictors of people’s choices than the actual congruence between people and environments (Cable & Judge, 1997; Endler & Magnusson, 1976; Kristof, 1996).

Past fit research has distinguished between person–organization fit perceptions and person–job fit perceptions. *Person– organization fit* perceptions have most often referred to judgments of congruence between an employee’s personal values and an organization’s culture, whereas *person–job fit* perceptions have referred primarily to judgments of congruence between an employee’s skills and the demands of a job (e.g., Cable & Judge, 1996; Kristof-Brown, 2000). From an organizational perspective, this two-factor conceptualization of fit perceptions is useful because it highlights the fact that successful employees must fit both the job and the organization as a whole (Bowen, Ledford, & Nathan, 1991; Kristof-Brown, 2000).

Graceland Hotel and Gardens is located in bunga along ggaba road, central region KampalaUganda. it was established in the early 2000s. it employs over a hundred workers who are well trained and equipped to handle potential clients. Graceland Hotel and Gardens is well equipped with a variety of services and offers for example fitness centre with gym,

workout rooms, bar and lounge, airport transportation, meeting and conference rooms, sauna and many others

Good quality of co-workers relations can create a sense of belonging, has a strong employee job fit, and feel important in the organization. When employees feel the co-workers support in the workplace, they will experience psychological meaningfulness in the workplace as a valuable cause feelings of support, useful, and valuable, which individual makes a unique contribution and not defined simply (Kahn, 1990). Thus the study will focus onco-worker support and employee job fit.

According to vision 2040, the potential for Uganda's hospitality industry is undoubted.it noted that by 2011, tourism contributed 14.6% of the total employment (630,830 jobs) and the hotel sector contributed 23% of the total registered businesses (hotels and restaurants, recreation and personal services) in the country. The tourism sector total contribution to the economy was estimated at \$1.7billion, representing 9% of the GDP, according to the ministry of finance, News that close to\$12millions were invested in the upgrading of the hotel and tourism training institute at Jinja was a boost to the industry. The imitative has given young people necessary skills needed for hospitality industry. The Uganda bureau of statistics, in its abstract of 2013, shows that most of the services in the hospitality industry witnessed an increase in price between 2011 and current as demand went up for hotel services thus the need by hotel workers to exercise positive work relationships in order to maintain their trained and talented staff hence 414leading to employee organizational identity.

## **1.2 Problem statement**

Employees always look at the organization as a living entity because the organization has a responsibility to act as an agent, have real policies and norms that provide sustainability and the role of behavior, and expressed satisfaction with the individual employees through the agent.At the same time research by most organisational behaviour theorist had also shown that the existence of a good fit between employees and their job as important (Kristof-Brown, Zimmerman & Johnson, 2005) because the presence of a good job fit will ensure the effective completion of a job (Edward, 1991). co-workers alike provide psychosocial support and provide assistance to employees.Therefore, the aim of this study is to investigate whether there is a relationship between co-worker support and employee job fit

### **1.3 Purpose of the study**

The purpose of this study was to examine the relationship between co-worker support and employee job fit

### **1.4 Objectives**

In this regard, the specific objectives of the study were;

- i. To assess the nature of co-worker support in Graceland hotel and gardens
- ii. To examine the level of employee job fit in Graceland hotel and gardens in bunga.
- iii. To examine the relationship between co-worker support and employee job fit.

### **1.5 Research questions**

- i. What is the nature of co-worker support in Graceland hotel and gardens?
- ii. What is the level of employee job fit in Graceland hotel and gardens in bunga?
- iii. What is the relationship between co-worker support and employee job fit?

### **1.6 Study Scope**

#### **1.6.1 Subject scope**

The study focused on co-worker support and employee job fit

#### **1.6.2 Geographical Scope**

This study was carried out in Graceland hotel and gardens in bunga. The area was chosen because it has got a big number of workers and easily approachable

#### **1.6.3 Time Scope**

The study was carried out for a period of three months from June to August 2019 to effectively meet the objectives

## **1.7 Significance of the Study**

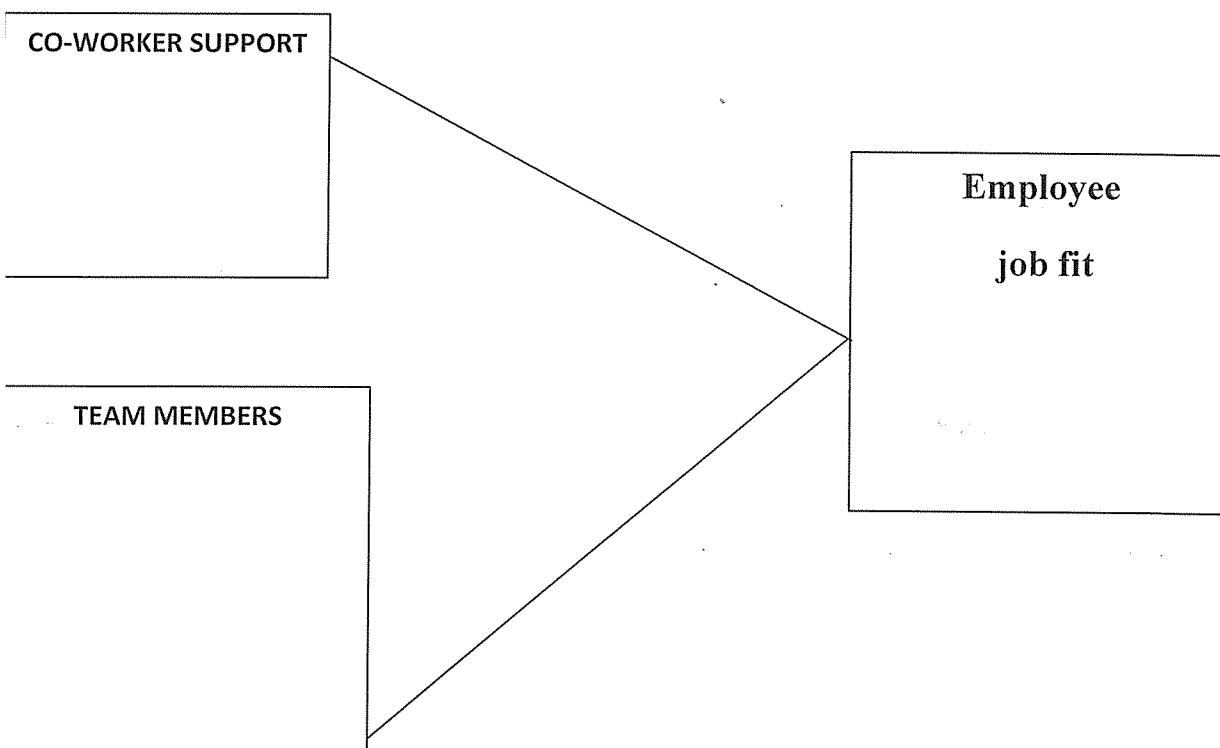
### **i. Academic**

The findings will be used by academicians for further research related to the concept or topic under study. It will as well be used as a partial fulfillment of the requirements for the award of a degree to the researcher.

### **ii. Policy**

The research findings will be used by policy makers in the industry and in other businesses to examine the impact of employee relations and positive meaning of work.

**Figure 1.8:CONCEPTUAL FRAME WORK**



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter seeks to present a review of significant theoretical and empirical literature in relation to the research questions being analyzed.

#### 2.2 Co-worker support

workplace friendship is described as voluntary relationships that exist primarily for enjoyment and satisfaction rather than for the fulfilment of a particular function or role (Sapadin, 1988). Studies around workplace friendship generally include two dimensions: friendship prevalence (actual friendship at the workplace), and friendship opportunity (Nielsen, Jex, & Adams, 2000; Tse & Dasborough, 2008). The reason for adding friendship opportunities is to take into account the possibility that employees may have opportunities to make friends at work but do not take advantage of these opportunities. Social Exchange Theory is the underlying theory of inter-personal relationships and trust. In this theory, people form relationships in which one individual exchange will provide duty or obligation to others to provide services or provide benefits. The quality of a good relationship with the supervisor will create trust in the supervisor (Whitener et al., 1998). Supervisors are often assumed to be an embodiment of the organization by employees (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In general, the supervisor also creates a good relationship with his subordinate (Graen & Uhl-bien, 1995; Sluss & Ashforth, 2007). Supervisors usually give examples of his subordinates. Supervisors are a natural source by teaching the values of the organization to his subordinates and always talking about the organization on them. A Supervisor is a representation of the organization. Therefore, a good relationship between the employee and the supervisor can present a good relationship between the company and the employees, so that employees feel attached to the organization and want to be involved in the organization. Compared relationship with a co-worker, relationship between employee and supervisor are more profitable (Raabe & Beehr, 2003). Supervisor is more likely associated formally with co-workers and gives appreciation to employees because supervisors involve in the assessment in the employee performance. However, both supervisors and co-workers alike provide psychosocial support and provide assistance to employees. Employees who are

close to the supervisor will tend to do a way that is consistent with the organization's objectives. Employees always look at the organization as a living entity because the organization has a responsibility to act as an agent, have real policies and norms that provide sustainability and the role of behavior, and expressed satisfaction with the individual employees through the agent (Shanock & Eisenberger, 2006).

### **2.3 Relationship with Employee job fit.**

Many past literatures of psychology placed strong interests in the employee fit concept (Porter 1962; Locke, 1969; Schletzer, 1966; Beer, 1996). Conceptualization of fit can be explained based on either the supplementary versus complementary view or demands-abilities versus needs-supplies view, which is also known as supplies-values fit (Kilchyk, 2009). Muchinsky and Monahan (1987) had also delineated that work fit can be described from two dimensions which, the first one is the supplementary versus complementary while the second one is the demandabilities versus needs-supplies. A supplementary fit is a condition in which the characteristics of a person are similar to the environment of an organisation or with other people (Sekiguchi, 2003). On the other hand, complementary fit occurs when the characteristics of an individual fills up a void/space of the organisation thus complementing and making the organisation more complete (Muchinsky & Monahan, 1987).

Since the focus of supplementary fit which described by Muchinsky and Monahan (1987), is looking at the fit between a person and the environment not the job, thus it does not apply to person-job fit (Sekiguchi, 2004). Therefore it is common to see past literatures on person-job-fit were explained using the conceptualization of complementary fit (Kristof-Brown et al., 2005).

Edwards (1991) mentioned that most empirical researches on person-job fit had focused on the fit between employees' desires (employee related) and demand (job related). Collectively research by Caldwell and O'Reilly (1990), Edwards (1996), and Saks and Ashforth (1997) had found person-job fit to be linked with various variables such as commitment (Behery, 2009; Kristoff - Brown et al., 2005), personality (Erdogan & Bauer, 2005), job satisfaction (Erdogan & Bauer, 2005; Kristoff - Brown et al., 2005) and performance (Kristoff - Brown et al., 2005)

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter provides a description of how the study was conducted. It highlights the research design, the study population, sampling procedure and sample size, data resources, data collection methods and instruments and how the data was collected, analyzed and presented.

#### **3.2 Research Design**

The study adopted a cross sectional design using a quantitative approach. The adoption of the cross sectional design was based on the limited time available to complete the study thus concentration is to be placed on issues as they're at the time point of the study.

#### **3.3 Study Population**

The study consisted of all employees directly involved in the restaurant services in a given restaurant. These included, waiters/waitresses and chefs.

#### **3.4 Sampling procedure**

The study sample was to be obtained using simple random sampling and purposive sampling. Simple random sampling is to be used to select staff. This method was adopted since it was free from bias and easy to use yet possessed an advantage of not requiring dividing the population into subpopulations or taking any other additional steps before selecting members of the population at random.

##### **3.4.1 Sample size**

The sample size was to be obtained from the population accordance with Krejcie and Morgan

(1970). the sample size deducted from the population with the help of stratified random

Sampling consisting of 100 employees who were Gracelandworkers and to arrive to

This the researcher used Slovenes formula as stated

$$n = N / 1 + N (e)^2$$

Where

N=number of sample size

n=population size

e=coefficient to be used which is 0.05

Therefore

$$n = 100 / 1 + 100 (0.05)^2$$

$$= 100 / 1 + 100 (0.0025)$$

n=50 respondents

Hotel name	Target population	Sampling size
Graceland hotel and gardens bunga-Gabba road	100	50

Therefore, the sample size is obtained by using the formula below

$$N/N_1 * n$$

Where N is the target population for each hotel

$N_1$  is the population size

n is the number of respondents used

### 3.5 Data Collection Methods and instruments

Primary data was obtained from self-administered questionnaires which were delivered to the respondents. The questionnaires were to be answered by all accessible staff of a given restaurant. The self-administered questionnaire was anchored on six point Likert scale, where 1=strongly disagree agree (SD), 2= disagree (D), 3=somehow disagree (SD), 4 =somehow agree (SA) and 5=Agree (A 6=strongly agree(SA)

### **3.6 Measurement of variables**

The study was measured by items adopted from the previous studies

### **3.7 Validity and Reliability**

#### **3.7.1 Validity**

To establish validity, the study used Content validity (CVI) where all valid items were divided by the total number of items and only variables scoring above 0.70 were acceptable (Amin, 2005). In addition, the questionnaire was piloted among respondents where 10% (9) staffs were considered randomly to fill in the questionnaire and adjustments made as considered appropriate. In addition, experts in the field of statistics were consulted to rate the tools to ensure that expert judgment results which indicate content validly index of over 0.869 for the tools to be acceptable.

#### **3.7.2 Reliability**

The research instruments were examined for their reliability by using Cronbach's Alpha value established using SPSS. All the items included in the scale adopted from reviewing literature were tested for reliability. Values which were 0.818 were rendered reliable. This agrees with Sekaran and Roger (2011) who state that the research instrument used to collect data from the respondents should be valid and able to yield similar results at all time.

### **3.8 Data processing and analysis**

The researcher used SPSS (Statistical Package for Social Scientists) for quantitative data analysis. The study indicated the percentages and frequencies for the demographics and also indicated the mean and the standard deviation of the scores of the various questions set for each objectives. This helped the researcher to come up with meaningful deductions and conclusions.

### **3.9 Ethical Considerations**

The study was conducted after obtaining official permission from Kampala International University and then proceed to the participating entities. The researcher also ensure that respondents freely accepted to participate in the study. All the obtained data were used in such a way that protects the privacy

### **3.10 Limitations to the study**

- ✓ Some of the respondents were not friendly and co-operative thus reluctant to fill in the questionnaires in time.
- ✓ The respondents approached were reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image about them or the organization.
- ✓ Some respondents even turned down the request to fill questionnaire. To overcome this challenge, the researcher introduced himself, explained the purpose of the study which was purely academic and assured the respondents of the confidentiality of information given.

While the study only concentrated on the selected hotels of study, securing the employees precious time considering their busy working schedules was a major challenge. Proper arrangements with employees were to be made so that employees avail themselves for the study off-time hours as well as motivating the employees on the value of the study. The research required exercise of utmost patience and care in order to acquire sufficient data from respondents. In line with this, questionnaires were dropped and picked on a later date.

There was too much pressure as however, the researcher devoted most of the time on the research.

**However,** despite of the above constraints, the researcher was determined and gathered enough efforts to produce quality work

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRITATION OF FINDINGS

#### 4.1 Introduction

This chapter presents findings of the study, analysis of the quantitative data and their interpretations based on the research questions and objectives. In presentation of the findings the researcher used frequency tables to bring out the demographic of respondents. The cardinal aim of interpretation and analysis of the data was to link and research for broader meaning of the responses got from the field study it's from this point that recommendations and conclusions were drawn.

#### 4.2 Background of the information

Respondents Were Asked about Their Gender, age, position held academic qualifications and the length of their service. Findings are presented from frequency table 1-4 followed with an analysis and their interpretations.

#### Gender of respondents

The gender of the respondents was established and below is a table that shows the findings:

**Table 1:Gender of respondents**

Gender of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	27	54.0	54.0	54.0
	Female	23	46.0	46.0	100.0
	Total	50	100.0	100.0	

Source field research

Findings in frequency table one indicates that majority of the respondents were male 27(54.0%) compared to female respondents who were 23(46.0%). This implies that there was male participation of hotel staff compared to females at Graceland hotel and garden in bunga.

#### **4.4 Age of the Respondents**

The age of the respondents was established to determine the maturity of the staff and the results were as indicated in the table below;

**Table 2: Age of the respondents**

Age of the respondent					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	20-29	27	54.0	54.0	
	30-39	9	18.0	18.0	72.0
	40-49	10	20.0	20.0	92.0
	50-59	2	4.0	4.0	96.0
	60>	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Source primary data

Findings in the above frequency table 2 shows that a large proportion of respondents 27(54.0%) were in the age range of 20-29 compared to the respondents who were in the range of 30-39(18.0%),40-49 years were 10 (20%),50-59 years were 2 (4.0%),respondent(s) ranging from 60>was only 2(4.0%) .This indicates that there were more strong energetic youth staff proportion employed in Graceland hotel and gardens to the aged ones this is revealed by the age group of 20-29 which stands at 54.0% compared to other age groups which have low or moderate age range in terms of frequency and percentages .This implies that there is still high possibility that such hotels will remain with their experienced workers before they can retire.

#### 4.5 Position of Respondents

**Table 3:** The study sought to ascertain the positions held by respondents in the frequency table below

<b>Position of the respondent</b>					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Chef	5	10.0	10.0	10.0
	Store keeper	18	36.0	36.0	46.0
	Waitress /waiter	27	54.0	54.0	100.0
	Total	50	100.0	100.0	

#### Source primary data

Findings in table three indicates that Graceland hotel and gardens employs more waitresses/waiters this is revealed by the findings were waiters/waitress stand at a frequency of 27(54.0%), followed by store keepers at frequency of 18(36.0%), lastly there was also chef workers at a frequency of 5(10.0%). This implies that hotels employ many of the waiters and waitresses compared to other workers because they perform a lot of daily activities in serving different customers of the hotel

#### 4.6 Academic Qualification of the Respondent

The education level of the respondents was used to establish their level of competence as regards to the subject matter and the results were as indicated in the table below:

<b>Academic level of the respondent</b>					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Certificate	21	42.0	42.0	42.0
	Diploma	27	54.0	54.0	96.0
	Degree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

#### Source primary data

In the above frequency table, it indicates the academic level of respondents where by 21(42.0%) had attained a certificate level, 27(54.0%) had diplomas, 2(4.0%) had degrees, respectfully. this implies that a large percentages of workers in Graceland have diploma and the least number of employees having degree this means that there is higher possibility of employees to identify with their organization if they are given chance to put in use what they have learnt in school

#### **4.7 Working experience of the respondents**

The working experience of the respondents was established and the results were as shown in the table below:

**Table 4: Working experience of the respondents**

<b>Length of the respondent</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	11	22.0	22.0	22.0
	4-6	30	60.0	60.0	82.0
	7-9	7	14.0	14.0	96.0
	10 & Above	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

#### **Source primary data**

The study sought to reveal the length of service for hotel workers involved in the study and the findings indicated that that majority of the respondents ranging from 4-6 years 30(60.0%) had worked and had an experience of about 7-9 years, 55(27.5%), 1-3 years, 11(22.0%) had worked for 7-9 years, 7(14.0%) had, for 10 years and above had 2(4.0). Therefore, the study findings reveled that most of the employees in Graceland hotel and gardens had worked for at least 4-6 years and the least for at least 10years this means that there is much strength needed to ensure that employees can prolong their services they render to the organizations so as they can identify themselves with the employing companies.

## **Relationship between variables**

- ✓ To assess the nature co-workers, support in Graceland hotel and gardens
- ✓ To examine the level of employee job fit in Graceland hotel and gardens
- ✓ To examine the relationship between co-workers, support and employee job fit

**Table 5:Co-workers support in Graceland hotel and gardens**

### **Descriptive Statistics**

<b>Employee resilience</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
I tend to bounce back quickly after hard times	50	4.24	8.22
It takes me a short time to recover from a stressful event	50	4.44	541
I usually come through difficult times with little trouble	50	4.38	830
I am able to recover emotionally from losses and setbacks	50	4.54	762
Feelings of anger, loss and discouragement last for a short time	50	450	678
I effectively adapt to change at work	50	4.60	808
I positively respond to feedback even if	50	4.76	771

it's a criticism			
I remain calm during challenging times at work	50	4.74	664
I always persevere long challenging times at work	50	4.68	844
I positively respond to high levels of uncertainty at work	50	4.70	678
I at times perform beyond expectations during challenging times	50	4.76	822
I typically perceive change as an opportunity for growth	50	4.68	794
I tend to find positives from most difficult situations at work	50	4.70	763
I have been stronger and better by difficult experiences	50	4.76	771
I have converted misfortunes into good and found benefits in bad experiences	50	4.84	681
TOTAL MEAN		4.6787	

The table above shows that the overall mean of co-worker support at work as 4.6787 which is interpreted as high. The respondents indicated that their perseverance of long challenging time have respect for their remain calm during challenging time at work(mean4.74),,they respondents also made me understand that in busy situations they can volunteer to help their co-workers accomplish their tasks hence perform beyond expectations at work(mean 4.76), they also have been stronger and better by difficult situations(mean 4.76).

**Table 6: The level of employee job fit in Graceland hotel workers**

**Descriptive Statistics**

Person job fit	N	Mean	Standard deviation
The things that I value in life are very similar to the things that my organization values,	50	4.80	765
My personal values match my organization's values and culture	50	4.98	685
My organization's values and culture provide a good fit with the things that I value in life	50	4.74	694
There is a good fit between what my job offers me and what I am looking for in a job	50	4.82	880
The attributes that I look for in a job are fulfilled very well by my present job	50	4.86	808
The job that I currently hold gives me just about everything that I want from a job	50	4.78	737

The match is very good between the demands of my job and my personal skills	50	4.90	678
My abilities and training are a good fit with the requirements of my job	50	4.84	710
My personal abilities and education provide a good match with the demands that my job places on me	50	4.92	672
TOTAL MEAN		4.849	

The above table reveals that the overall mean of employee job fit was 4.849 which is interpreted as high .the respondents indicated that the successes of their hotels/restaurants is that their match is very good between the demands of their job and my personal (mean 4.90),they also felt their abilities and training are a good fit with the requirements of their job happy(mean 4.84),they also revealed that they are attached to the given hotels because of what it stands for in terms of the values and culture they also revealed that they feel their personal abilities and education provide a good match with the demands that my job places on them, this indicates that there is high employee job fit among workers in Graceland hotel and restaurant in Bunga

**Table 7: The relationship between co-workers, support and employee job fit**

Correlations		Co-worker support	Employee job -fit
Co-worker support	Pearson Correlation	1	.516**
	Sig. (2-tailed)		.000
	N	50	50
Employee job-fit	Pearson Correlation	.516**	1
	Sig. (2-tailed)	.000	
	N	50	50
**. Correlation is significant at the 0.01 level (2-tailed).			

In order to reveal the relationship between the two variables co-workers support and employee job fit, the researcher found it necessary to use Pearson's correlation and basing on the results, it generally showed that there is a weak positive linear relationship between co-workers support and employee job fit ( $r=0.516$ ). The study also revealed that if there is strong relationship between the employees, the level of employee job fit with their employing organizations will be high hence employees will find no reason as to why they cannot feel attached to their organizations.

## CHAPTER FIVE

### CONCLUSIONS AND FINDINGS

#### 5.0 Introduction

This chapter presents the discussion of the findings, conclusions and recommendations of the research findings in chapter four and suggests areas for further research and way forward.

#### 5.1 Summary of findings

The cardinal purpose of the study was to examine the relationship between co-workers support and employee job fit among workers of Graceland hotel and gardens in Bunga and basing on the findings and opinions of the respondents towards co-workers support and employee job fit, it generally showed that there is a weak positive relationship between positive relationship and organizational identity as indicated by Pearson's correlations( $r=0.339$ ) among employees in the hotel service. The study also revealed that due to the fact that there is a weak positive relationship between employees and supervisors, a lot has to be done so as to keep employees motivated to stay with their organizations thus identifying themselves with the current organizations.

#### 5.2 Recommendations and areas for further research

Despite the few constraints expressed in this study, the research was conducted on only one hotels and only 50 respondents therefore the researcher recommends future researches to widen the research to at least a macro level so as the concepts under study might be clearly understood, would also like to express my recommendations to the workers of Graceland hotel and gardens to always co-operate with different researchers while they are trying to gather data

Hotels should try as much as possible to link their organizational values and beliefs to those of the employees so as to help employees find no difficulties as to why they may not be attached to their organizations

Furthermore, hotel (hospitality) industries should provide employees with rewards whenever they express positivity and good work performance thus encouraging them to remain attached to organizations that value their input

The fact that a weak positive relationship was found among the variables under study population, would recommend researchers that there is still need to address these issues of the study since the current study did not focus much on them due to time constraints and financial resources.

### **5.3 Areas for Further Research**

- ✓ To assess the impact of co-workers support on organization profitability and competitiveness
- ✓ To determine the impact of work relationship on employee retention
- ✓ To account for the factors that might hinder employee job fit.
- ✓ To identify factors that might lead employees feel attached to their organization.
- ✓ To determine whether co-workers support at work can lead to improved organizational performance
- ✓ To assess whether employee job fit can lead to job satisfaction

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## APPENDICES

### QUASTIONNAIRES

Dear Respondent

I am kizito Yakubu Ali a student of kampala international University. Currently I am conducting a study on “Employee Resilience for Restaurant workers”. You have been identified as one of the key informants to this study. Your genuine contribution will equally contribute to the better understanding of the phenomenon. The study is purely for academics and your responses will be treated with utmost confidentiality and purely used for that purpose. It is my humble request that you spare part of your valuable time and answer the following questions.

#### SECTION ONE (RESPONDENT CHARACTERISTICS)

Gender: Male  Female

Age

1	2	3	4	5
20-29	30-39	40-49	50-59	60>

Position

1	2	3
Chef	Store keeper	Waitress/Waiter

Academic

1	2	3	4	5
Certificate	Diploma	Degree	Masters Degree	Others (specify) -----

Length of service

1	2	3	4
1-3	4-6	7-9	10 & above

#### SECTION TWO; EMPLOYEE RESILIENCE

In this section, please respond to each of the statements in terms of how fast you bounce back when faced with a challenge where; where; 1 = Strongly Disagree, 2 = Disagree, 3 = Somehow Disagree 4 = Somehow Agree, 5 = Agree, 6=Strongly Agree).

Statement	SD	D	SD	SA	A	SA
I tend to bounce back quickly after hard times	1	2	3	4	5	6
It takes me a short time to recover from a stressful event	1	2	3	4	5	6
I usually come through difficult times with little trouble	1	2	3	4	5	6

I am able to recover emotionally from losses and setbacks	1	2	3	4	5	6
Feelings of anger, loss and discouragement last for a short time	1	2	3	4	5	6
I effectively adapt to change at work	1	2	3	4	5	6
I positively respond to feedback even if it's a criticism	1	2	3	4	5	6
I remain calm during challenging times at work	1	2	3	4	5	6
I always persevere long challenging times at work	1	2	3	4	5	6
I positively respond to high levels of uncertainty at work	1	2	3	4	5	6
I at times perform beyond expectations during challenging times	1	2	3	4	5	6
I typically perceive change as an opportunity for growth	1	2	3	4	5	6
I tend to find positives from most difficult situations at work	1	2	3	4	5	6
I have been stronger and better by difficult experiences	1	2	3	4	5	6
I have converted misfortunes into good and found benefits in bad experiences	1	2	3	4	5	6

### PERSON-JOB/ORGANIZATION FIT

In this section, please respond to each of the statements in relation to your perceived job/organization fit where; 1 = Strongly Disagree, 2 = Disagree, 3 = Somehow Disagree 4 = Somehow Agree, 5 = Agree, 6=Strongly Agree).

Statement	SD	D	SD	SA	A	SA
The things that I value in life are very similar to the things that my organization values,	1	2	3	4	5	6
My personal values match my organization's values and culture	1	2	3	4	5	6
My organization's values and culture provide a good fit with the things that I value in life	1	2	3	4	5	6
There is a good fit between what my job offers me and what I am looking for in a job	1	2	3	4	5	6
The attributes that I look for in a job are fulfilled very well by my present job	1	2	3	4	5	6
The job that I currently hold gives me just about everything that I want from a job	1	2	3	4	5	6
The match is very good between the demands of my job and	1	2	3	4	5	6

my personal skills						
My abilities and training are a good fit with the requirements of my job	1	2	3	4	5	6
My personal abilities and education provide a good match with the demands that my job places on me	1	2	3	4	5	6

**Thank you**