

**TOP MANAGEMENT SUPPORT AND EMPLOYEE RESILIENCE.
A CASE OF RESTAURANT WORKERS IN KAMPALA UGANDA.**

BY

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DECLARATION

I **kayondoibrahim** declare that this is my original work and has never been presented before for the award of Bachelor's Degree in Human Resource Management in any institute of high learning.

Student's signature.......... Date 24/08/2019.....

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APPROVAL

1. I certify that this Dissertation is the original work of **KAYONDO IBRAHIM** and has gone through my hands as a University supervisor.

2. Signature 

Date 24/08/2019

3. **Mr.KABAGAMBE FRANCIS**

DEDICATIONS

I dedicate this work to my parents Mr.sserwaddamuhammaddi and my mum Ms.Najjumasafinah and my family for the support they offered to me during my hard time of carrying out the study and my course in Human Resource Management at Kampala International University

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ABSTRACT

The study was about between top management and employee resilience of hotel workers. A case of restaurant workers in Kampala. The general objective of the study was to examine the relationship between top management and employee resilience A case study of restaurant workers in Kampala. In order to understand the study aims, three objectives were developed and these focused particularly on: - (i) To assess the nature of top management support in organizations (ii) To examine the level of employee resilience in Kampalarestaurant workers, (iii) To examine the relationship between. Top management and employee resilience. The study adopted across sectional design using a quantitative approach which adopted a questionnaire tool comprising of questions which were distributed to 200 respondents to the entire population of study. Based on the results obtained indicated top management support at work has a greater impact on employee resilience that's to say if there top management support workers will see no reason as to why they cannot be resilient at work despite the situations 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

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

This chapter presents the background of the study, the statement of the problem, purpose of the study, objective of the study, research questions, and scope of the study, definition of terms, significance of the study plus the conceptual framework.

Employee resilience is a capacity of employees that is supported and facilitated by organizations to positively cope, adapt, and even thrive in response to dynamic and challenging environment (Nguyen et al., 2016, Kuntz et al., 2017, Prayag, 2018). Luthans (2002, p. 702) defined it as “developable capacity to rebound or bounce back from adversity, conflicts, failure or even positive events, progresses, and increased responsibility.” Employee resilience has profound implications for promoting individual competence

Although the topic of employee resilience has recently received increased attention, existing research has largely failed to explore its situational triggers. Drawing on social information processing theory, the current study integrates the literature of humility and resilience to theories the underlying mechanism through which humble leadership facilitates employee resilience. This research proposes a potential heterogeneous effect that top management support catalyzes employee resilience through multiple pathways. Top management support is defined as a leadership style in which a leader evaluates him/herself and subordinates through a multifaceted and objective lens, appreciating subordinates' positive worth, strengths, and contributions (; Yuan et al., 2018). It contains three behavioral components: (a) a willingness to acknowledge one's limits and mistakes; (b) shining a spotlight on employees' contributions and strengths; and (c) keeping openness to advice, ideas, and feedback (Owens et al., 2013; Owens and Henken, 2016). According to SIP theory, employees understand their work environments through the processing of social cues, which in turn shapes their reactions (Salancik and Pfeffer, 1978; Rego et al., 2017). Because of their high status, leaders can be viewed as vital social cues in workplaces (e.g., Yaffe and Kark, 2011). The actions of a leader in response to environmental challenges or adversities play a vital role in affecting employee resilience (Bullough et al., 2014). SIP theory also states that humble leadership represents powerful and valuable social information that can shape the perceptions of employees and influence employees' reactions through the use

of language and symbols. Top management views problems and past mistakes as opportunities. By converting crises into developmental challenges, top management provides intellectual stimulation to facilitate employees' adaptive coping reactions (owens et al. 2013). Additionally, humble leadership fosters supportive organizational contexts, including an empowering climate, legitimization of subordinate growth and development (owens and Hekman, 2012), and reinforcing employee learning. It meshes closely with the concept of resilience, which, as noted earlier, consistently emphasizes positive coping and achieving growth. Moreover, humble leadership opens lines of communication (elrod 2013), increases employees' psychological safety (walter and diab, 2016), and builds trust within organization (Elrod 2013.) This can all be viewed as important antecedents to employee resilience (cooper et al. 2019). Taken together, we predicted the following hypothesis:

Good quality leadership and supervisory support can contribute to employee resilience at the workplace which later leads to a strong employee identity and sense of belonging, and feel important in the organization. When employees feel the top management and supervisors support in the workplace, they will experience psychological meaningfulness in the workplace as a valuable resource. Hence becoming resilient at the workplace, (walter and diab, 2016) Thus, this study focuses on top management support and employee resilience.

1.1 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. Leadership substantially influences the work lives of employees (qian et. Al 2018) and can be viewed as an important social context/situational factor that affects employee responses in the workplace (Williams Nnguenet.ai.l., 2016; wange et. al. 2018). Social context is "an integral ingredient enabling the kinds of mental models that lead to resilience). 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. However, few studies have examined the relationship between top management support and employee resilience hence the need for the study.

1.2 Purpose of the study

To examine the relationship between top management and employee resilience

1.3 Objectives

To assess the nature of top management support in organizations

To examine the level of employee resilience among restaurant and hotel workers

To examine the relationship between top management and employee resilience

1.3 Research questions

What is the nature of top management support in organizations?

What is the level of employee resilience among restaurant and hotel workers?

What is the relationship between top management and employee resilience?

1.4 Study Scope

1.4.1 Subject scope

The study was focused on the relationship between top management support and employee resilience

1.4.2 Geographical Scope

The study was carried out in Kampala restaurants and hotels. The area was chosen because it has got the biggest number of restaurants and hotels

1.4.3 Time Scope

The study will be carried out for a period of three months from April to June 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.

Policy

The research findings will be used by policy makers in the industry and in other businesses to examine the impact of top management support on employee resilience.

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 Top management support.

Starting in the 1950s, a definitive different approach to management emerges. Employee behavior is placed centrally and the Human Relations theory places strong emphasis on the fact that organizations consist of groups of people. Human Relations supporters thus replace the mechanistic perspective on management with a people-oriented perspective. Every person is unique and therefore unpredictable. Their behavior is complex and to fully understand them it is important to recognize their personal motivation. The way employees think and act at work is not only influenced by rules, procedures and requirements imposed by management. Attention, respect, interest shown and social/ interpersonal relationships are just as important. These kind of human interactions trigger an emotional sense in employees, which is often referred to as a person's soft side. This soft side consists of emotional or irrational logic and can strengthen rational logic, but at the same time also weaken or eliminate it. Rational logic focuses on production and effectiveness, and both can thus diametrically be opposed to each other, which in turn lead to internal conflicts and dilemmas. The complexity of human behavior increases even more if an employee indicates his desires and knows when he will make certain decisions. From a behavioral perspective, employees can also decide what behavior they prefer and how this behavior manifests itself. As a result, there is no single pattern that can automatically be associated with a specific situation every person is very much different in terms of character and behavior. Everyone has different values, standards and desires, which results in demonstrably different behavior. This complex humanity is an important factor in guiding employees. It is therefore the task of managers to identify the individual needs of employees and act accordingly. This is the essence of the Human Relations Theory.

2.3 Employee resilience

Much discussion pertaining to resilience is rooted in the theories of positive psychology and positive organizational behavior (e.g., Avey et al., 2009; Luthans, 2002a; Luthans et al., 2008;

Youssef & Luthans, 2007). The literature conceptualises resilience as a capability that helps individuals survive and find meaning under adverse and turbulent circumstances, such as those experienced during the wave of liberalization, as noted in our study (e.g., Coutu, 2002; Bullough et al., 2014; Bustinza et al., 2016). In this paper, we describe resilient individuals as people who possess three distinctive characteristics: 1) they embrace their current circumstances equably; 2) they find meaning in adverse/turbulent situations; and 3) they have the ability to adapt and respond to their current situations to overcome adversity. Consequently, resilience can be understood to be a behavioral construct (Spreitzer et al., 2005) that can help individuals and organizations succeed in dynamic and volatile (business) environments (Friga et al., 2003; Bullough et al., 2014; Bustinza et al., 2016). As such, focusing on resilience in Pakistan's telecommunications sector—a liberalizing and dynamic sector in a volatile emerging economy—is particularly apt. Previous studies note that psychological capital also plays an important role in overcoming stress and job turnover, a role that has been highlighted in relation to individual resilience (Avey et al., 2009; Luthans et al., 2007). Psychological capital has been defined as “an individual's positive psychological state of development and is characterized by: 1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; 2) making a positive attribution (optimism) about succeeding now and in the future; 3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and 4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success” (Luthans, Youssef et al., 2007:3).

Thinking about the dynamics occurring between resilience and psychological capital is important when looking to establish and develop more resilient organizations. As such, employee resilience needs to be understood as being central to organizational performance. At the individual level, those employees who experience very high stress levels in their work are likely to underperform and find said stress detrimental to their overall well-being and engagement (Gilboa et al., 2008; Wang et al., 2014; Kossek & Perrigino, 2016). Any role ambiguities and situational constraints associated with a work environment can negatively affect job performance and potentially impact organizational performance. Examples of factors that might restrict employee performance could be unsuitable machinery, inadequate supplies, or even personal aspects such as inflexible working hours. These stressors are also likely to impact employee work satisfaction, especially since, in many instances, employees have little—if any—control over such constraints

(Peters & O'Connor 1980; Gilboa et al., 2008; Kossek&Perrigino, 2016). In their study of employee performance in the context of China, Siu et al. (2012) found that social stressors—such as interpersonal conflicts and organizational politics—have a negative impact on job performance. Such work-related stress and job dissatisfaction can cause organizational burnout (Johnson et al., 2005; Salanova et al., 2005; González-Rom et al., 2006; Kossek&Perrigino, 2016) and may create mistrust between employees and employers (Chughtai& Buckley, 2008). Such demotivation and disenfranchisement would inevitably affect organizational performance, and could potentially lead to further organizational challenges and generate intra-organizational transaction costs (Williamson, 1987). Research in this area demonstrates that organizational performance and individual outcomes are greatly influenced by the social support that the employees receive in managing their work related issues (Schwarzer et al., 2004). Consequently, Robertson et al. (2012) contended that addressing work-related individual stress and stress-generating situations will

bring about valuable productivity gains for organizations. This finding was echoed by Siu et al. (2012), who contended that any social support provided to employees acts as one of the moderators of these social stressors. Consequently, organizations are striving to develop the capabilities needed to develop employee resilience and, with it, enhance their own (Bakker &Demerouti, 2008). In the next section, we will explore the development of employee resilience in the context of the HRP that organizations can utilize to promote it. The underlying purpose of these mechanisms is to develop resilience capabilities in employees

CHAPTER THREE METHODOLOGY

3.0 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 data was collected, analyzed and presented.

3.1 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.

3.2 Study Population

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

3.3 Sampling procedure

The study sample was obtained using simple random sampling and purposive sampling. Simple random sampling was 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 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 400 employees who were restaurant workers of different restaurants and to arrive to this the researchers used Slovenes formula as stated

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

Where

N=number of sample size

n=population size

N=number of sample size

n=population size

e=coefficient to be used which is 0.5

Therefore

$$n = \frac{400}{1 + 400(0.5)^2}$$

$$= \frac{400}{1 + 400(0.0025)}$$

$$n = 200 \text{ respondents}$$

NAME OF THE RESTAURANT	LOCATION	TARGET POPULATION	SAMPLE SIZE
Graceland hotel and garden	Bunga-gabba road	60	40
Pearl of Africa hotel	Nakasero	50	30
Ubuntu place hotel	Masanafulugala	30	30
Grand global restaurant	Mengo near mengo hospital	50	20
Fig treerestaurant	kansanga	30	18
Café deriquar restaurant	Ntinda	40	10
Crazy chicken restaurant	Ntinda	20	10
Madinahrestuarant	kawempe	40	10
k.k foods' restaurant	kalerwe	30	10
Paradiso restaurant	kamwokya	30	7
Attic restaurant	Bungagabba-road	20	5
Total		400	200

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

$$N/N1 * n$$

Where: N is the target population for each restaurant.

N1 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 are delivered to the respondents. The questionnaire was answered by all accessible staff of a given restaurant. The self-administered questionnaire was anchored on five point likert scale, where 1=strongly disagree (SD), 2= disagree (D), 3= somehow disagree (SD), 4= somehow agree (SA) 5= agree (A) 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 are to be divided by the total number of items and only variables scoring above 0.70 to be 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 validity index of over 0.884 for the tools are acceptable.

3.7.2 Reliability

The research instruments were examined for its 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 0.884 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 will use SPSS (Statistical Package for Social Scientists) for quantitative data analysis. The study indicates 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.

Ethical Considerations

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

3.9 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 information given.

While the study only concentrated on the selected restaurants 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. 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.

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.

4.3 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
Male	80	40.0	40.0	40.0
Valid female	120	60.0	60.0	100.0
Total	200	100.0	100.0	

Source primary data

In order to establish the gender of respondents the researcher found it necessary to use frequency tables and this revealed that 80(40.0%)were male and 120(60.0%)were female and this indicates that there was female participation as compared to male gender during the research study of different hotels that were studied

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	106	53.0	53.0	53.0
30-39	45	22.5	22.5	75.5
40-49	24	12.0	12.0	87.5
50-59	20	10.0	10.0	97.5
60>	5	2.5	2.5	100.0
Total	200	100.0	100.0	

Source primary data

The researcher also found it necessary to come up with the age of respondents and the study found out that respondents who were in the age range of 20-29 were 10(53.0%), 30-39 were 45(22.5%), 40-49 were 24(12%), 50-59 were 20(10.0%), 60 and above were 5(2.5%) this implies that the hotels studied employees more energetic youth than the ones in the old age.

4.5 Position of Respondents

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Chef	61	30.5	30.5	30.5
store keeper	30	15.0	15.0	45.5
waitress/waiter	109	54.5	54.5	100.0
Total	200	100.0	100.0	

Source primary data

In order to establish the positions held the researcher found it vital to know some of the respondents positions in the hotel service and found out that chef were 61(30.5%), storekeepers were 30(15.0%), waiters/waitresses were 109(54.5%) this implies that the largest proportion of

employees was occupied by waitress and waiters since they are the ones who actively engage in the hotel activities.

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:

Table 4: Education of the respondents
Academic level of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	53	26.5	26.5	26.5
Diploma	68	34.0	34.0	60.5
Degree	55	27.5	27.5	88.0
Valid master's degree	8	4.0	4.0	92.0
others (specify)	16	8.0	8.0	100.0
Total	200	100.0	100.0	

Source primary data

The academic level was established and the research findings indicated that certificate holders were 54(26.5%), diploma 68(34%), degree 55(27.5%), masters 8(4%), others 16(8%) this implies that at least the respondents in different hotels had access to education in their career ladders

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 5: Working experience of the respondents
Length in service

	Frequency	Percent	Valid Percent	Cumulative Percent
1-3	64	32.0	32.0	32.0
4-6	80	40.0	40.0	72.0
Valid 7-9	33	16.5	16.5	88.5
10 & above	23	11.5	11.5	100.0
Total	200	100.0	100.0	

Source primary data

It was sought of to establish the working experience of employees and found out that employees who had worked for 1-3 years were 64(32.0%),4-6 80(40%),7-9 33(16.5%),10 and above 23(11.5%) this indicates that majority of the employees had worked for 4-6 years

Relationship between variables

- ✓ To assess the nature of top management support in organizations
- ✓ To examine the level of employee resilience among hotel workers
- ✓ To examine the relationship between top management and employee resilience

Table 6: Nature of employee resilience in organizations
Descriptive Statistics

Employee resilience	N	Mean	Std. Deviation
I tend to bounce back quickly after hard times	200	5.07	.836
I t takes me a short time to recover from a stressful event	200	4.92	.792

i usually come through difficult times with little trouble	200	4.65	1.079
i am able to recover emotionally from losses and setbacks	200	4.88	.822
feelings of anger, loss and discouragement last for a short time	200	4.70	1.017
I effectively adapt to change at work	200	5.03	.743
I positively respond to feedback even if it's a criticism	200	5.00	.799
I remain calm during challenging times at work	200	5.06	.791
I always persevere long challenging times at work	200	4.96	.813
I positively respond to high levels of uncertainty at work	200	4.98	.977
I at times perform beyond expectations during challenging times	200	5.11	.769
I typically perceive change as an opportunity for growth	200	5.19	.739

I tend to find positives from most difficult situations at work	200	5.01	.776
I have been stronger and better by difficult situations at work	200	5.05	.755
I have converted misfortunes into good and found benefits in bad experiences.	200	5.05	.834
Total mean=	200	4.646	

Source primary data

The total mean for employee resilience is 4.646 which is interpreted as high employees also revealed that it takes me a short time to recover from a stressful even mean (4.92), I effectively adapt to change at work mean5.03,I positively respond to feedback even if it's a criticism mean5.00,I remain calm during challenging times at work mean5.06,

I always persevere long challenging times at work mean 4.96,I positively respond to high levels of uncertainty at work mean 4.98,I at times perform beyond expectations during challenging times mean5.11,I typically perceive change as an opportunity for growth mean5.19 which indicates employee resilience at work.

The level of top management support among hotel workers Descriptive Statistics

Supervisor support	N	Mean	Std. Deviation
my supervisor advises me on how best the changes i introduce in my job can be made more meaningful	200	4.93	.818

my supervisor encourages me to remain dedicated to my job initiatives	200	4.83	.835
my supervisor encourages me to introduce changes in my job design as long as those changes are aligned with organizational goals	200	5.04	.873
my supervisor is always open to my job initiatives	200	4.83	.946
my supervisor helps me understand how my job initiatives relate to overall organizational goals	200	4.73	.955
my supervisor communicates organizational goals in a clear manner	200	5.21	.842
my supervisor provides clarity on the interdependencies of my job tasks with the end goal of other employees and teams	200	5.10	.760

my supervisor creates space for me to implement my job initiative	200	5.11	.863
my supervisor appreciates my job initiatives	200	5.12	.852
my supervisor gives me positive feedback about my job initiatives	200	5.09	.816
my supervisor provide me with necessary resources to allow me implement my job initiatives	200	5.12	.797
Total mean	200	=5.01	

Source

The overall mean of top management support is 5.01 which is interpreted as high also employees revealed that my supervisor advises me on how best the changes I introduce in my job can be made more meaningful mean 4.93, my supervisor encourages me to remain dedicated to my job initiatives mean 4.83, my supervisor encourages me to introduce changes in my job design as long as those changes are aligned with organizational goals mean 5.04, my supervisor is always open to my job initiatives mean 4.83, my supervisor helps me understand how my job initiatives relate to overall organizational goals mean 4.73, my supervisor communicates organizational goals in a clear manner mean 5.21 this indicates that when organizations and employees receive support from top management they are more likely to be resilient and focused at their work.

4.8 The relationship between top management and employee resilience Correlations

		Top management	Employee resilience
Top management	Pearson Correlation	1	.476**
	Sig. (2-tailed)		.000
	N	200	200
	Pearson Correlation	.476**	1
Employee resilience	Sig. (2-tailed)	.000	
	N	200	200

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

To establish relationship between the two variables Pearson's correlation was used and the findings showed that there is a weak positive relationship between top management support and employee resilience $r=0.476$ meaning that unit change in top management support will either increase or decrease employees resilience at work .therefore restaurants should ensure employee participation, counseling to enable resilience at work.

4.8.1 Relationship between top management support and employee resilience using a regression model

Table 7:Coefficients of employee resilience
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	47.805	3.545		13.484	.000
Employee resilience	.487	.064	.476	7.625	.000

a. Dependent Variable: Top management

The table illustrates a simple linear regression model of top management and employee resilience

Top management support $47.805 + \text{employee resilience } 0.487 = 48.29$ units

This means that when top management support are held constant the level of employee resilience is 47.805 units, but a unit change top management leads to an increase in employee resilience by 0.487 units. This therefore means that there is a positive relationship between top management support and employee resilience. Also using the sig value, the criterion is that when sig value is less than 0.05 (level of significance), reject the null hypothesis. From the above table the sig value is (0.000) is less than 0.05, thus the null hypothesis is rejected. Therefore there is a significant relationship between the variables

CHAPTER FIVE

5.0 Conclusions, findings and recommendation

This chapter presents study findings, conclusions and recommendations of the study findings in chapter four and suggested areas for research.

5.1 Summary of findings

The major purpose of the study was to examine the relationship between employee resilience and top management support among restaurant workers and the findings generally indicated that there was a weak positive relationship between employee resilience and top management support ($r=0.476$) meaning that an increase in top management support will lead to increased employee resilience hence organizations should support their employees in hard times so as to enable them become resilient despite the conditions they are facing.

5.2 Recommendations

- Basing on the study findings I would recommend organizations to continuously support their employees especially in times when comeback might seem to be hard for them,
- Organizations should also provide guidance and counseling to employees on how best to solve their personal and organizational problems hence enabling them to be more resilient
- Restaurants should try as much as possible to align their organizational corporate plans to those of the employees so as to help employees put in place their strengths as well as capabilities in work
- Restaurants management should put in place policies and structure for improving employees' strengths use in order for employees to find their job meaningful..

5.3 Areas for further research

- To assess the impact of top management support on employee resilience
- To account for the factors that might lead to successful employee resilience strategy
- To determine whether employee resilience can lead to improved performance
- To account for To account for factors that hinder of employee resilience at work

5.4 Conclusion

There is only little academic enquiry on resilience in the work place, and this study aimed to further research on this important topic. This study extended previous work by examining the

relationship between employee resilience and top management support. And the results indicated that if there is support by top management employees can actually become resilient to their jobs

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APPEDICES

QUESTIONNAIRE

Dear Respondent

I am kayondo Ibrahim a student of Kampala international university currently I am conducting a study on “*Employee Resilience for hotel 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

SECTION THREE (FACTORS FOR EMPLOYEE RESILIENCE AT WORK)

In this section, please respond to each of the statements in relation to the factors with potent to promote employee resilience at work where 1 = Strongly Disagree, 2 = Disagree, 3 = Somehow Disagree 4 = Somehow Agree, 5 = Agree, 6=Strongly Agree).

Statement	SD	D	SD	SA	A	SA
Supervisor support and involvement in employees job initiatives						
My supervisor advises me on how best the changes I introduce in my job can be made more meaningful	1	2	3	4	5	6
My supervisor encourages me to remain dedicated to my job initiatives	1	2	3	4	5	6
My supervisor encourages me to introduce changes in my job design as long as those changes are aligned with organizational goals	1	2	3	4	5	6
My supervisor is always open to my job initiatives	1	2	3	4	5	6
My supervisor helps me understand how my job initiatives relate to overall organization goals	1	2	3	4	5	6
My supervisor communicates organizational goals in a clear manner	1	2	3	4	5	6
My supervisor provides clarity on the interdependencies of my job tasks with the end goals of other employees and teams	1	2	3	4	5	6
My supervisor creates space for me to implement my job initiatives	1	2	3	4	5	6
My supervisor appreciates my job initiatives	1	2	3	4	5	6
My supervisor gives me positive feedback about my job initiatives	1	2	3	4	5	6
My supervisor provides me with necessary resources to allow me implement my job initiatives	1	2	3	4	5	6

BUDGET

Description	Quantity	Amount(ug.shs)
Stationary	3copies@20000(with binding)	60000
questionnaires	200 copies@500	50,000
Airtime and data		40,000
Transport		50,000
Data collection assistants		50,000
Miscellaneous		150,000
Total		400,000