

*JOB CRAFTING AND MEANINGFUL WORK*

*A CASE OF RESTAURANT WORKERS*

BY:

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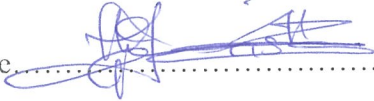
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A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND  
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### DECLARATION

I declare that this research titled “job crafting and Meaningful work” is my original work and to the best of my knowledge, 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 report titled “Job Crafting and Meaningful work” has been submitted with my approval as the University Lecturer.

Signature:  ..... Date:  .....

Mr. Kabagambe Francis

## DEDICATION

This work is dedicated to my parents Hamada and Afisa and other family members for the love care extended to me since my primary up to now. Am grateful to you all for the work done and may ALLAH'S favour follow you.

I also take special thanks to my field supervisor for the time he spared to train me and the entire staff for the team work in the course of the training.

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## ABSTRACT

This study aims at examining the relationship between job crafting and meaningful work. The study further highlights the role job crafting towards stimulating meaningful work. These two variables provide guidelines to employers and others interested users of this information on how the relationship of job crafting can lead to meaningful work. A relationship survey was designed for the study which was to examine the level of job crafting behaviors among restaurant workers. The survey aimed to determine employee's opinions about relationships and whether they believed these play a significant role towards meaningful work in their organizations. The study also aimed To examine the level of meaningful work among restaurant workers. The study further examined the relationship between job crafting behaviors and meaningful work among restaurant workers in the study, job crafting was identified as high positive indicator of good relationships towards meaningful work. The study found that employees shared positive relations towards meaningful work thus a contribution to the growth of business. The employees indicated high levels of job crafting with their jobs.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Introduction

Mankind possesses an inherent need to live a fulfilling and rewarding life. As such most people seek for work and work environment that they believe to be meaningful. Experiencing meaningfulness in working and at work helps members of the organization to make emotional sense of their work efforts and as such become more engaged into their work, satisfied with their work and more committed to their organizations (Steger et al., 2012; Dimitrov, 2012; Hackman & Oldham, 1976). Notably, the principal methods utilized to foster meaningfulness in organizations are those that set tasks set tasks that are intrinsically motivating and provides the employee with a sense of purpose and those that aim to promote inclusion of employees to the organizational community. Such practices include job crafting and relationship quality.

Traditionally, employees relied on their managers and supervisors to design for them work that was significant and purposeful so as to experience meaningfulness. Thus, job design (dictated by the manager) was the key determinant to creation of significant and purposeful work, and consequently experience of meaningfulness. However, following the changing nature of work and jobs, researchers have challenged the traditional assumption of job design that employees are passive recipients of work structures and tasks dictated by their managers (Hackman & Oldham, 1976); instead, scholars have recognized that employees are active shapers of their work and have coined a number of concepts that capture self-initiative work

design activities (Grant & Parker, 2009). Among these attempts, the concept of job crafting has emerged as a concept to describe employees' self-initiated work design.

Wrzesniewski and Dutton (2001) defined job crafting as “the physical and cognitive changes that individuals make in the task or relational boundaries of their work” (p. 179), and proposed a theoretical framework delineating the essence of job crafting as well as its antecedents and outcomes. Specifically, they proposed that job crafting activities can be categorized into three forms—task, relational, and cognitive job crafting—and these forms of job crafting are determined by individual motivation (need for control, need for positive self-image, and need for human connection), perceived opportunities, and orientation towards work (job, career, and calling). Finally, they posited that by changing the design of one's job and the social environment of the workplace, job crafting would have important influences on meaningfulness and identity in the workplace.

Therefore, organizations need to give employees autonomy to craft their jobs which would enable them to find their work meaningful.

## **1.2 Statement of the Problem**

Employees, on their own, make modifications to their jobs for a greater fit and meaning. In a study of sales people, Lyons (2008) found out that more than 75% engaged in various forms of unsupervised job crafting such as personal skills development, expanding tasks advancing relationships. However, despite such concerted efforts, research on how job crafting behaviors foster job meaningfulness is still limited.

## **1.3 Purpose of the Study**

The study examined the relationship between Job Crafting and Meaningful work

#### **1.4 Research Objectives**

- i. To examine the level of job crafting behaviors among restaurant workers.
- ii. To examine the level of meaningful work among restaurant workers.
- iii. To examine the relationship between job crafting behaviors and meaningful workers among restaurant workers.

#### **1.5 Research Questions**

- i. What is the level of job crafting behaviors among restaurant workers?
- ii. What is the level of meaningful work among restaurant workers?
- iii. What is the relationship between job crafting behaviors and meaningful work among restaurant workers?

#### **1.6 Scope of the study**

The scope of this study confined to the geographical, subject and time scope.

##### **1.6.1 Geographical Scope**

The study focused on Sokon Africa Restaurants

##### **1.6.2 Subject Scope**

The study subject scope was limited to job crafting and meaningful work.

##### **1.6.3 Time Scope**

The time scope of this study was between January 2018 and May, 2019.

### **1.7 Significance of the study**

- The study enables interested parties to understand and appreciate the role of job crafting behaviors among restaurant workers
- The study enables interested parties to understand and appreciate the concept of meaningful work among restaurant workers.
- For academicians, the study helps to bring out more information on how job crafting behaviors enable meaningful

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter ‘highlights literature on the concept of job crafting, and meaningfulness at work.

#### 2.2 Job Crafting Behaviors

Job crafting is the process through which individuals proactively redefine and redesign their work to make it more meaningful (Wrzesniewski & Dutton, 2001; Berg, Dutton, & Wrzesniewski, 2013). Job crafting occurs primarily in three areas: Task crafting: taking on more or fewer tasks, expanding or diminishing the scope of tasks, or changing how one performs tasks; Relational crafting: changing the nature or extent of one’s interactions with other people within or outside of organization; Cognitive crafting: altering how one perceives tasks or thinking about the tasks involved in one’s job as a collective whole as opposed to a set of separate tasks. When individuals modify their jobs to better fit their unique strengths, interests and values, they are actively crafting elements of callings into their jobs.

Traditionally, employees relied on their managers and supervisors to design for them work that was significant and purposeful so as to experience meaningfulness. Thus, job design (dictated by the manager) was the key determinant to creation of significant and purposeful work, and consequently experience of meaningfulness. However, following the changing nature of work and jobs, researchers have challenged the traditional assumption of job design that employees are passive recipients of work structures and

tasks dictated by their managers (Hackman & Oldham, 1976); instead, scholars have recognized that employees are active shapers of their work and have coined a number of concepts that capture self-initiative work design activities (Grant & Parker, 2009). Among these attempts, the concept of job crafting has emerged as a concept to describe employees' self-initiated work design.

Wrzesniewski and Dutton (2001) defined job crafting as “the physical and cognitive changes that individuals make in the task or relational boundaries of their work” (p. 179), and proposed a theoretical framework delineating the essence of job crafting as well as its antecedents and outcomes. Specifically, they proposed that job crafting activities can be categorized into three forms—task, relational, and cognitive job crafting—and these forms of job crafting are determined by individual motivation (need for control, need for positive self-image, and need for human connection), perceived opportunities, and orientation towards work (job, career, and calling). Finally, they posited that by changing the design of one's job and the social environment of the workplace, job crafting would have important influences on meaningfulness and identity in the workplace.

### **2.3 Meaningful Work**

The term meaningfulness refers to the amount of significance something holds for an individual (Rosso et al., 2010; Pratt & Ashforth, 2003). In relation to work, meaningfulness means that the work and/or its context are perceived by its practitioners to be, at minimum, purposeful and significant (Pratt & Ashforth, 2003). It consists of meaningfulness in working and meaningfulness at work (Carmeli, 2015; Pratt & Ashforth, 2003). Meaningfulness in work relates to work itself. It means that the intrinsic aspects of the work itself and/or the purpose, principles, and convictions that work is thought to

serve is perceived by its practitioners to be, at minimum, purposeful and significant (Steger, Dik, and Duffy, 2012; Pratt & Ashforth, 2003). While meaningfulness at work relates to the community within which the work is embedded (Carmeli, 2015; Pratt & Ashforth, 2003). It means one's membership to the organization is perceived to be, at minimum, purposeful and significant (Carmeli, 2015; Pratt & Ashforth, 2003).

## **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 the data collected was 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 was on issues as they were at the time point of the study.

#### **3.2 Study Population**

The study consisted all employees directly involved in the restaurant services in a given restaurant. These included 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 is 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 obtained from the population in accordance with Krejcie and Morgan (1970).

| Restaurants                           | POPULATION | SAMPLE     |
|---------------------------------------|------------|------------|
| Sokon Africa ltd (gaba road)          | 120        | 36         |
| Yujo izakaya (nakasero)               | 60         | 27         |
| Torino bar and restaurant (kololo)    | 75         | 29         |
| Karveli restaurant and more (Lumumba) | 60         | 24         |
| Germany embassy (kololo)              | 15         | 10         |
| Mambo restaurant (park enkade)        | 45         | 20         |
| Hajji and hajji (nankulabye)          | 40         | 18         |
| Mbk foods (kibuye)                    | 30         | 20         |
| Wild (industrial area)                | 25         | 16         |
| African restaurant 2 (salama road)    | 20         | 15         |
| <b>TOTAL</b>                          | <b>490</b> | <b>204</b> |

### 3.5. Data Collection Methods and instruments

Primary data will be obtained from self-administered questionnaires which were delivered to the respondents. The questionnaires were answered by all accessible staff of a given restaurant. The self-administered questionnaire were anchored on five point likert scale, where 1=strongly agree (SA), 2= agree (A), 3not sure (U), 4 disagree (D) and 5= strongly disagree (SD).

### **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 were made as considered appropriate. In addition, experts in the field of projects management were consulted to rate the tools to ensure that expert judgment results which indicate content validity index of over 0.70 for the tools were acceptable.

#### **3.7.2 Reliability**

The research instrument 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 0.70 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 proceeds to the participating entities. The researcher also ensured that respondents freely accepted to participate in the study. All the obtained data used in such a way that protected the privacy.

## CHAPTER FOUR

### PRESENTATION AND INTERPRETATION OF FINDINGS

#### 4.0 Introduction

The chapter presents results from the study and interpretation of the findings. Descriptive statistics was used to analyze the demographic information, correlation analysis to establish the relationship between the variable under study.

#### 4.1 *Findings on characteristics of respondents*

This presents information about the response rate, and the demographic characteristics of the sample being studied. The demographic characteristics of the respondents include the gender of respondents, marital status of respondents, age of respondents, education level of respondents and working experience of respondents.

##### 4.1.2 Gender of respondents

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

Table 2: Gender of respondents

| Gender of the respondent |           |         |
|--------------------------|-----------|---------|
|                          | Frequency | Percent |
| Male                     | 114       | 55.9    |
| Female                   | 90        | 44.1    |
| Total                    | 204       | 100.0   |

*Source: Primary data.*

The findings in the table above show the gender distribution of the respondents. The male respondents were greater than the female respondents at 55.9% compared to the female

respondents at 44.10%. This indicates that males were the dominant gender in the studied restaurants

#### 4.1.4 Age of the respondents

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

**Table 4:Age of the respondents**

Age of the respondent

| Age Bracket  | Frequency | Percent |
|--------------|-----------|---------|
| 20-29        | 89        | 43.6    |
| 30-39        | 79        | 38.7    |
| 40-49        | 25        | 12.3    |
| 50-59        | 9         | 4.4     |
| 60 and above | 2         | 1.0     |
| Total        | 204       | 100.0   |

*Source: Primary data.*

The findings in the table above show the age distribution of the respondents. The majority were in the age bracket of 20-29(43.6%). This indicates that majority of restaurant employees are youths.

**Table 6: Working experience of the respondents**

|              | Frequency | Percent |
|--------------|-----------|---------|
| 1-3 years    | 58        | 28.4    |
| 4-6 years    | 60        | 29.4    |
| 7-9 years    | 64        | 31.3    |
| 10 and above | 22        | 10.7    |
| Total        | 204       | 100.0   |

*Source: Primary data.*

The study sought to ascertain the working experience of the respondents. The results show that majority of the respondents (31.3%) had worked for between 7 to 9 years while the least who constituted 10.7% had worked for 10 years and above.

#### **4.2 Relationship between variables**

The objectives of the study were:

What is the level of job crafting behaviors among restaurant workers?

What is examine level of meaningful work among restaurant workers

What is the relationship between job crafting behaviors and meaningful workers among restaurant workers?

4.2.1 The level of job crafting behaviors among restaurant workers

Table 2: The level of job crafting behaviors among restaurant workers

| Descriptive Statistics   |     |                |                |
|--|-----|----------------|----------------|
| Statement  | N   | Mean           | Std. Deviation |
| <b>Task Crafting</b>   |     |                |                |
| I introduce new approaches to improve my work  | 204 | 5.0784         | .98447         |
| I change the scope or types of tasks that i complete at work                           | 204 | 4.9706         | 1.10490        |
| I introduce new work tasks that i think better suit my skills or interest              | 204 | 5.0735         | .99728         |
| I choose to take on additional tasks at work   | 204 | 4.9113         | 1.01807        |
| I give preference to work tasks that suit my skills or interests                       | 204 | 5.0547         | 1.02769        |
| <b>Sub-total</b>   |     | <b>5.0177</b>  |                |
| <b>Cognitive Job Crafting</b>  |     |                |                |
| I think about how my job gives your life purpose                                       | 204 | 5.2030         | .92230         |
| I remind myself about the significance my work has for the success of the organization | 204 | 4.8713         | 1.07514        |
| I remind myself of the importance of my work for the broader community                 | 204 | 4.8069         | 1.00116        |
| I think about the ways in which my work positively impacts my life                     | 204 | 4.9500         | 1.12627        |
| I reflect on the role my job has for my overall wellbeing                              | 204 | 5.1084         | 1.07276        |
| <b>Sub-total</b>   |     | <b>4.9879</b>  | <b>2</b>       |
| <b>Relational Job Crafting</b>   |     |                |                |
| I make an effort to get to know people at work   | 204 | 5.1814         | 1.09249        |
| I organize or attend work related social functions                                     | 204 | 4.9059         | 1.21812        |
| I organize special events in the workplace (e.g., celebrating a co-worker's birthday)  | 204 | 4.3596         | 1.38384        |
| I choose to mentor new employees (officially or unofficially)                          | 204 | 4.7562         | 1.16402        |
| I make friends with people at work who have similar skills or interests                | 204 | 5.0392         | 1.15261        |
| <b>Sub-Total</b>   |     | <b>4.84846</b> |                |
| <b>Overall total</b>   |     | <b>4.95136</b> |                |

The table above reveals the overall mean of job crafting behaviors was (4.95136) which is interpreted as very high. The respondents indicated that the work served as an effort to people at work (5.1814), i give preference to work that suites my skills(5.0547), i reflect on role the job has done overall wellbeing (5.1084).

#### 4.2.2 The level of employee satisfaction

**Table 2: The level of job satisfaction**

| Descriptive Statistics                                     |     |                |                |
|--|-----|----------------|----------------|
|  | N   | Mean           | Std. Deviation |
| I have found a meaningful job                              | 204 | 5.2402         | 1.06264        |
| I understand how my work contributes to my life's meaning. | 204 | 5.2512         | .87715         |
| I have a good sense of what makes my job meaningful.       | 204 | 5.1569         | .95459         |
| I have discovered work that has a satisfying purpose.      | 204 | 5.0896         | 1.03721        |
| I view my work as contributing to my personal growth       | 204 | 5.1089         | .96644         |
| My work helps me better understand myself.                 | 204 | 5.2512         | .96793         |
| My work helps me make sense of the world around me.        | 204 | 4.8971         | 1.18038        |
| My work really makes no difference to the world.           | 204 | 5.2353         | .89527         |
| I know my work makes a positive difference in the world.   | 204 | 5.1990         | .93123         |
| The work I do serves a greater purpose.                    | 204 | 5.2118         | .98734         |
| <b>Overall Total</b>                                       |     | <b>5.16412</b> |                |



The table above reveals the overall mean of job satisfaction 5.16412 which is interpreted as very high. The respondents indicated that the work served a greater purpose(5.2118), the work really makes a difference to the world(5.2353), my work helps me to better understand myself(5.2512).

### The Relationship between Job crafting and Meaningful work

#### Correlations

|                        |                     | Job<br>Crafting | Meaningfulness in work |
|------------------------|---------------------|-----------------|------------------------|
| Job Crafting           | Pearson Correlation | 1               | .721**                 |
|                        | Sig. (2-tailed)     |                 | .000                   |
|                        | N                   | 204             | 204                    |
| Meaningfulness in work | Pearson Correlation | .721**          | 1                      |
|                        | Sig. (2-tailed)     | .000            |                        |
|                        | N                   | 204             | 204                    |

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

The Pearson Correlation analysis was conducted to measure the strength of linear associations between job crafting and meaningful work. The Pearson Correlation coefficient can take a range of -1 to +1. A value of 0 indicates that there is no association. A value greater than 0 indicates a positive association, that is, as the value of one increases, so does the value of the other variable. A value less than 0 indicates a negative association. That is as the value of one variable increases, the value of another variable decreases. The results in the table above indicate a positive relationship between job crafting and meaningful work (Pearson Correlation .721\*\*). Thus, any positive change in job crafting behaviors results into a positive change in meaningful work.

## CHAPTER FIVE

### DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the discussion of the findings, conclusions and recommendations arising out of the research findings in chapter 4 and suggests areas for further research. The study has generated findings several of which are in line with the existing literature and the research questions.

#### 5.1 Discussion

The main intention of this study was to evaluate employer's opinions about the nature of the relationship they have with their staff. This was done so that the researchers could determine whether these relationships contribute to the success of their organizations. The response to the majority of the questions was positive, signaling that a large majority of them strongly believe that relationships are important and that it is important that they build and strengthen them in order to obtain sustainable success for their organizations. Their responses also showed that they are managers who believe that relationships possess the potential for growth and are a vital success factor.

Employers/managers signaled that the relationships they have with their staff contributes to the effective and efficient functioning of the organization. The managers believed it was true that good relationships contribute to the increase of productivity in their businesses. They believe it is easy to motivate staff with whom they have a good relationship with as well as to carry out instructions. Incentives might be the front line tool to get people to work to their best but good relationships form the foundation for increased productivity. All the managers agreed that a good relationship with employees

improve customer service. This is because satisfied staff serves customers well. The majority of managers though feel that good relationships amongst staff members do not make it easy for businesses to retain valuable staff members. Employees might remain loyal to the business because of other motivators such as growth opportunities as well as increased pay. It is in the nature of human beings to always look for better opportunities for growth and more money for a better lifestyle. Society today is designed in such a way, that people will overlook relationships if an opportunity to have a better lifestyle comes their way.

## **5.2 Conclusion**

In this study business owners and managers are advised to never allow a negative relationship to exist between themselves and their staff. If this happens, the productivity levels of the organization will decrease. The employees are the ones who have direct contact with the customers and go the extra mile to be helpful. When they are happy, a good relationship between them and the customer is created and maintained. When they are unhappy these employees often direct their unhappiness towards the customers. This study highlighted the critical role played by good industrial relations towards organization performance. Various sources suggested that without strong relationships, it becomes impossible to be successful as a business owner. Business owners need to have long-term and employee relationships that will carry them through challenging and difficult times, as well as relationships with other business owners, to share struggles, resources and best practices, which can really give them an edge.

### 5.3 *Recommendations and Areas for future research*

*Despite the few limitations expressed earlier in this paper, the authors particularly note that only 20 businesses from the population showed interest in this research. This justifies the call for caution in the generalisation of the results, although the findings are in consonance with previous studies. In this study, the results seem to suggest an over-reliance on perceptions (opinions), thus limiting the findings. The study could perhaps have benefitted from some inferential statistics or a much more complex statistical analysis. This could be the focus of a future study*

There is need to conduct other studies in the following areas of study because the current study did not consider these areas:

- To examine the factors that account for good industrial relations in organizations.
- To examine the relationship between industrial relations, and organization performance, when mediated by job satisfaction

### 5.4 *Limitations of the study*

The findings of the study have some limitations that provide the initiatives for future research; and some of these include:

- A single research methodological approach for data collection was used (structured questionnaire). This limited respondents' scope of answering since their views were predetermined.
- The researcher only considered one organization as a case study which was a small sample since there are many related organization in Uganda.

In spite of the limitations, policy makers for organizations , researchers and academicians and the general public might find this study important.

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## Meaningfulness

Please indicate on the following statements in relation to your work experience. Indicate your level of agreement or disagreement with the following statements using the scale of (1 = Strongly Disagree, 2 = Disagree, 3 = Somehow Disagree 4 = Somehow Agree, 5 = Agree, 6=Strongly Agree).

| Item  | SD | D | SD | SA | A | SA |
|---|----|---|----|----|---|----|
| <b>Meaningfulness in work</b>                                 |    |   |    |    |   |    |
| I have found a meaningful job.                                | 1  | 2 | 3  | 4  | 5 | 6  |
| I understand how my work contributes to my life's meaning.    | 1  | 2 | 3  | 4  | 5 | 6  |
| I have a good sense of what makes my job meaningful.          | 1  | 2 | 3  | 4  | 5 | 6  |
| I have discovered work that has a satisfying purpose.         | 1  | 2 | 3  | 4  | 5 | 6  |
| I view my work as contributing to my personal growth          | 1  | 2 | 3  | 4  | 5 | 6  |
| My work helps me better understand myself.                    | 1  | 2 | 3  | 4  | 5 | 6  |
| My work helps me make sense of the world around me.           | 1  | 2 | 3  | 4  | 5 | 6  |
| My work really makes no difference to the world.              | 1  | 2 | 3  | 4  | 5 | 6  |
| I know my work makes a positive difference in the world.      | 1  | 2 | 3  | 4  | 5 | 6  |
| The work I do serves a greater purpose.                       | 1  | 2 | 3  | 4  | 5 | 6  |
| <b>Meaningfulness at work</b>                                 |    |   |    |    |   |    |
| I feel strong ties with this organization                     | 1  | 2 | 3  | 4  | 5 | 6  |
| I experience a strong sense of belonging in this organization | 1  | 2 | 3  | 4  | 5 | 6  |
| I feel proud to work for this organization                    | 1  | 2 | 3  | 4  | 5 | 6  |
| I am sufficiently acknowledged in this organization           | 1  | 2 | 3  | 4  | 5 | 6  |
| I am glad to be a member of this organization                 | 1  | 2 | 3  | 4  | 5 | 6  |

Thank you