

**POSITIVE WORKPLACE RELATIONSHIPS AND MEANINGFULNESS AT
WORK; A CASE OF HOTEL WORKERS IN KAMPALA-UGANDA**

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**A RESEACH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS
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DECLARATION

I declare that this research proposal titled “positive workplace relationships and meaningfulness at 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 citation and references in the reference pages.

Signature.....

Date.....

Name.....

Reg no.....

APPROVAL

This research report titled “Positive relationships and Meaningfulness at work” has been submitted with the approval of the University Lecturer.

Signature:

Date:

Mr. Kabagambe Franciss

DEDICATION

I dedicate this research report to my beloved Mum Margate ...My Lecturer Mr. Kabagambe Francis, my special friend Denis plus all my sisters and friends who have been there for me.

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ABSTRACT

This study aims at examining the relationship between positive workplace relationships and meaningfulness at work in different hotels and restaurants. A relationship survey was designed for the Study .the survey aimed to examine the level of positive workplace relations among hotel workers, the survey was father more conducted to examine the degree of meaningfulness at work among different restaurant workers and also to examine the relationship between positive workplace and meaningfulness at work. The study found out that if there is a good connection between the workers, this will help them to find their jobs meaningful.so these two have a great relationship, the study concludes by outlining the key factors and benefits of positivity at work

The study found out that there was a week positive relationship between the variables. The study adopted across-sectional design using questionnaire tool to obtain data. Ethical consideration was thought of and after obtaining the introduction later from the department of human resource then the researcher continued to the field to conduct research.

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Background

The implication for the 21st century organization may accordingly be to expand the traditional notion of organizational effectiveness (as measured in terms of meeting profit, production, service and continuity goals), to include the cultivation of an environment conducive to organizational health. Specifically, healthy workplaces are those in which people use their strengths and gifts to achieve meaningfulness and consequently high performance (Hofmann & Tetrick, 2003). It is thus argued that the cultivation of an environment which allow employees to use their strengths, both character strengths in terms of virtues and general strengths in terms of knowledge, skills and abilities is essential to experience meaningfulness in the current world

The term “meaningfulness” is used to capture the amount or degree of significance one’s work holds (Rosso, Dekas, & Wrzesniewski, 2010). It indicates that meaningfulness is not a fixed property of a given job or organization. Rather meaningfulness is necessarily subjective (Pratt & Ashforth, 2003). Scholars on meaningfulness of work have reported that even workers performing seemingly enriched jobs can experience a lack of meaningfulness and vice versa (Bailey et al., 2017; Lepisto and Pratt, 2017). ‘Meaningfulness’ is related to the extent to which something is perceived as important or meaningful to someone. Hence, meaningfulness can vary greatly between individuals. Lips-Wiersma and Wright (2012) also say that meaningfulness very much represents the value a person attaches to a work goal or purpose. Therefore it may help to answer the question ‘Why am I here?’.

Meaningfulness at work and in work means requires that employees use their strengths so as to align with their work and organization in order to get a sense of purpose and thus experience meaningfulness (Bailey et al., 2017; Lepisto and Pratt, 2017). Traditionally, job design approaches such as job enrichment and job enlargement are used to enable

employees leverage on their strengths (Pratt & Ašhforth, 2003). However, more recently, a concept that puts employees at the center of setting tasks that are more meaningful to them has been introduced, known as job crafting. Nonetheless, people in this process are not passive observers incapable of contribution; it is the responsibility of all individuals to help generate the meanings that articulate and verify their desired sense of self.

Also Baumeister (1991) emphasizes that the human search for meaning is fundamentally a social process and should not be seen as an isolated activity. Martela (2010) too underlines that people need social validation in order to believe in the meaning they have created. He considers the process of meaningfulness making very intertwined with workplace meaningfulness for social comparison and social information processing.

Thus, in this study, focus on employee positive workplace relationships and meaningfulness at the workplace

1.2 Problem statement

The underlying basis for the research is about how employees tend to view and enjoy their work and its impact on their employee workplace relationships and meaningfulness at work. The major problems organizations face is how to enable employees experience meaningfulness in work and at work. According to (Deci, 2013), meaningfulness in work and at work is mainly achieved through good workplace relationships. However, studies of positive relationship and meaningfulness at work are limited hence the need for this study.

1.3 Purpose of the study

The purpose of this study was to examine the relationship between positive work relationships and Meaningfulness of work

1.3.2 Objectives

In this regard, the specific objectives of the study

- i. To assess the nature of workplace relationship among hotel workers
- ii. To examine the level of meaningfulness of work among workers.
- iii. To examine the relationship between workplace relationship and meaningfulness of work among workers

1.4 Research questions

What is the level of meaningfulness among Hotel Workers?

What is the nature of workplace relationships among Hotel Workers?

What is the relationship between workplace relationships and meaningfulness at work?

1.6 Study Scope

1.6.1 Subject scope

The study focused on examining how positive work relationships and meaningfulness of work are related.

1.6.2 Geographical Scope

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

1.6.3 Time Scope

The study was 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 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 positive work relationships and meaningfulness of work. They will be able to develop policies in regard to job designing.

iii. Industry

The industry main players will use the research to understand the benefit of employee strengths use, positive relationships and meaningfulness of work. These findings will be used as a guide to effective business decision making.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

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

2.1 Meaningfulness at work

The terms “meaningfulness” is used to capture the amount or degree of significance one’s work holds (Rosso, Dekas, & Wrzesniewski, 2010). It indicates that meaningfulness is not a fixed property of a given job or organization. Rather meaningfulness is necessarily subjective (Pratt & Ashforth, 2003). Scholars on meaningfulness of work have reported that even workers performing seemingly enriched jobs can experience a lack of meaningfulness and vice versa (Bailey et al., 2017; Lepisto and Pratt, 2017). ‘Meaningfulness’ is related to the extent to which something is perceived as important or meaningful to someone. Hence, meaningfulness can vary greatly between individuals. Lips-Wiersma and Wright (2012) also say that meaningfulness very much represents the value a person attaches to a work goal or purpose. Therefore it may help to answer the question ‘Why am I here?’.

Positive Work Relationship

Co-workers relations are an important source in providing support to co-workers and positive effect on employee satisfaction (Medlock & Booth-Butterfield, 2012). Employees develop a relationship with her co-workers to add friendship. Employees who feel a friendship with co-workers will experience mental and physical health is good. It is based on the feeling of security and self-confidence of the individuals associated with the work and motivation to encourage friendships in the workplace. Co-workers relations are different from supervisor relations. Employee interactions with supervisors based on the position in the hierarchy of authority, while co-workers relations are flat without any formal authority elements (Basford & Offermann, 2012). Co-workers cannot be ruled but

depending on the relationship quality that was compiled from daily work both very pleasant and sad. Relationship with colleagues is an integral component of everyday life of employees in the workplace. Consequences of such a relationship are sharing in the workplace physically and are in a work team. Employee relation characterized by little or even no imbalance of power (Tan & Lim, 2009). Trust in co-workers can also affect confidence in the organization, so as to improve organizational performance. Co-workers show the membership organization that has the same power and authority and a person who is always interacting with the employees in the organization. Co-workers have an important role because forming informal networks that instantaneously and without planned in the organization. Co-workers have a more horizontal flow of information within the organization which is the channel lawful authority. Previous research states that employees tend to communicate ideas and problems related to their work to co-workers rather than to other, more formal party as supervisor. Trust in co-workers can produce huge social capital (Prusak & Cohen, 2001).

The Relationships between the Variables

Rosso et al. (2010) argue that the meaning or meaningfulness employees experience in their work can be affected by four sources: the self, other persons, the work context and spiritual life. Other persons include co-workers, family, leaders, groups and communities. The work context includes design of job tasks, organizational mission, financial circumstances, non-work domains, and the national culture in which the work is conducted. If anything were to change in the work context, this could have major consequences for one's work meaning. The spiritual life can influence work meaning as people often turn to religion to find meaning and purpose in their lives. The self-concept is "the totality of a [person's] thoughts and feelings that have reference to himself as an object" (Rosso et al., 2010, p. 95/96). A person's self-concept is flexible to adapt to changing self-perceptions and feelings in response to various experiences and work contexts. The self-concept includes values, motivations and beliefs about work (the 'meaning' of work). These beliefs about work include three types of work orientation that

explain how people see their work: as a job orientation, career orientation or calling orientation. Individuals who are appreciated by colleagues connected with them will have psychological meaningfulness in the workplace. Employees will also indicate the availability of her if they know that co-workers and supervisors cared about him (Rothmann & Welsh, 2013). When individuals are treated with dignity, respected, and valued contribution not only as executor of his role, they will feel a meaningful of interaction. Individuals also took on the role of social identity that they get from the membership of an organization. Interaction with colleagues will develop a sense of belonging, strengthening the social identity, and bring a feeling of meaningful. Loss of social identity would cause a loss of feeling of meaningful. Interpersonal relationship among employees that support and can be trusted will engender psychological safety (Kahn, 1990)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter provided 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 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 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 hotel workers of different hotels and to arrive to this the researcher used Slovenes formula as stated

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

Where

N=number of sample size

n=population size

e=coefficient to be used which is 0.05

Therefore

$$n = \frac{400}{1 + 400(0.05)^2}$$

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

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

Hotel name	Target population	Sample size
Graceland hotel and gardens bunga-Gabba road	160	80
Sheron hotel	82	41
Marble hotel	38	19
Botanical beach hotel Entebbe	16	8
Dine and save restaurant kansanga	16	8
PROTEA BY MARRIOTT HOTEL ENTEBBE	48	24
LASVEGAS HOTEL	20	10
OASIS HOTEL	20	10
TOTAL	400	200

Therefore the sample size was obtained by using the formula below

$$N/N1*n$$

Where N is the target population for each hotel

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 were 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 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 0.868 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 statistics were consulted to rate the tools to ensure that expert judgment results which indicated content validity index of over 0.868 for the tools were acceptable.

3.7.2 Reliability

The research instrument was 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 0.868 were rendered reliable. This agrees with Sekaran and Roger (2011) who state that the research instrument used to collect data from the respondents was and able to yield similar results at all times.

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 ensured that respondents freely accepted to participate in the study. All the obtained data were used in such a way that protected the privacy.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

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, age of respondents, academic level of the respondents and length of service of respondents.

4.1 Gender of respondents

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

Table 1: Gender of respondents

	Frequenc y	Percent	Valid Percent	Cumulative Percent
male	111	55.5	55.5	55.5
Valid female	89	44.5	44.5	100.0
Total	200	100.0	100.0	

Source primary data

Findings in the above table shows the gender distribution of respondents where the male respondents were greater than the female that is to say male were 111(55.5%), female 89(44.5%)this means that there was male participation over female.

Age of the respondents

The age of the respondents was established to determine the maturity of the hotel staff

Table 2: age of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-29	83	41.5	41.5	41.5
30-39	79	39.5	39.5	81.0
40-49	30	15.0	15.0	96.0
50-59	7	3.5	3.5	99.5
60>	1	.5	.5	100.0
Total	200	100.0	100.0	

Findings in the above table shows the age distribution of the respondents where the respondents aged from 20-29 were 83(41.5), 30-39 where 79(39.5), 40-49 were 30(15.0), 50-59 were 7(3.5) and lastly 60 and above were 1 (0.5).this means that most of the respondents were youth

Table 3: Position of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid chef	53	26.5	26.5	26.5
store keeper	66	33.0	33.0	59.5
waitress/waiter	81	40.5	40.5	100.0
Total	200	100.0	100.0	

Findings in the above table shows the position distribution of the respondents where the chefs were 53 (26.5%), store keeper were 66(33.0%) and lastly waitress/waiter 81(40.5%).this means that waitress/waiters were the most respondents for this research

Table 4: academic level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
certificate	44	22.0	22.0	22.0
diploma	66	33.0	33.0	55.0
degree	75	37.5	37.5	92.5
master's degree	10	5.0	5.0	97.5
others(specify)	5	2.5	2.5	100.0
Total	200	100.0	100.0	

Findings in the above table shows the academic level of respondents where those for the certificate were 44(22.0%), diploma were 66 (33.0%), degree were 75 (37.5%), master's degree were 10 (5.0%) and lastly others were 5(2.5%).this means that the degree holders were the most respondents in this research.

Table 5: length of service of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
1-3	54	27.0	27.0	27.0
4-6	49	24.5	24.5	51.5
7-9	68	34.0	34.0	85.5
10&above	29	14.5	14.5	100.0
Total	200	100.0	100.0	

Findings in the above shows the length of service of respondents where those who had worked for years ranging from 1-3 were 54(27.0%),4-6were49(24.5%),7-9 were68(34.0%), and lastly 10&above were 29(14.5%).this means that those who had worked for 7 to 9 years were the best respondents in this research.

Descriptive Statistics

	N	Mean	Std. Deviation
my direct supervisor is satisfied with my work	200	5.05	.873
my direct supervisor repays favor	200	5.06	.875
my direct supervisor helps me with my job problems	200	5.08	.813
my direct supervisor returns my help	200	5.00	.902
my direct supervisor has confidence in my ideas	200	5.12	.806
my direct supervisor and i have mutually helpful relationship	200	5.10	.818
my direct supervisor has trust that I would carry my work load	200	5.03	.817
my direct supervisor is one of my leaders	200	5.17	.875
my direct supervisor has respect for my capabilities	200	5.20	.761
i have an excellent working relationship with my direct supervisor	200	5.16	.833
i often make suggestions about better work methods to other team members	200	5.04	.841
other members of my team usually let me know when i do something that makes their job easier	200	5.14	.861
i often let other team members of know when they have done something that makes my job easier	200	5.03	.850
my team members often recognize my potential	200	5.11	.878
my team members understand my problems and needs	200	4.91	.966
i am flexible at switching job responsibilities to make things easier for other team members	200	5.04	.846
in busy situations, other team members often ask me to help others out	200	5.02	.862
in busy situations,ioften volunteer my efforts to help others on my team	200	5.16	.865

iam willing to help finish work that has been assigned to others	200	5.09	.950
other team members are willing to help finish work that was assigned to me	200	5.13	.881
Valid N (list wise)	200		
Total mean		=5.082	

The above table reveals that the overall mean for positive workplace relationship was mean (5.082) which is interpreted as high respondents, also said that, my direct supervisor has respect for my capabilities mean (5.20) which means that there is positive relationships at work place

Descriptive Statistics

	N	Mean	Std. Deviation
when someone criticises my restaurant, it feels like personal insult	200	5.01	1.020
when I talk about my restaurant usually say we rather than they	200	5.10	.962
my restaurants' success are my successes	200	5.21	.931
when someone praises my restaurant, it feels like personal compliment	200	5.07	1.049
i feel a sense of ownership in my restaurant	200	4.96	.984
if the value values of this restaurant were different, I would not be attached to it	200	5.00	1.025
my attachment to this restaurant is based primarily on the similarity of my values and those represented by my restaurant	200	4.96	.989
since starting this job, my values and those of this restaurant have become similar	200	5.00	.919
the reason i prefer this restaurant to others is because of what it stands for; that's, its values	200	5.10	1.008
Valid N (list wise)	200		
Total mean		=5.0455	

The above table shows that the overall mean for the meaningfulness of work was mean (55.0455) which is interpreted as the high respondents, also said that my restaurants' success are my successes mean(5.21) which means that there is meaningfulness at work

Correlations

		positive workplace	Meaningful ness
positive workplace	Pearson Correlation	1	.338**
	Sig. (2-tailed)		.000
	N	200	200
meaningfulnes s	Pearson Correlation	.338**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

To establish the relationship between the two variables person's correlation was used to find the relationship between the variables and found out that there was a weak positive relationship between positive workplace and meaningfulness at work($r=0.338$).this means that an increase in positivity at work will lead to high productivity of the employees.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONZ

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 Summary of the findings

The purpose of the study was to examine the relationship between positive workplace relationship and meaningfulness at work and found out that there was a weak positive relationship which means that organizations should strive for positivity at workplace in order to keep employees motivated at work.

5.2 Conclusions

In this study, workers should practice positive workplace relationship and meaningfulness at work and in doing so this will help to create good relationships at work among hotel workers hence this will help employees feel that they are attached to their jobs hence making their work and jobs meaningful to them which helps the entire organization and workers at large. If employees come together for example sharing new ideas, sharing each other's feelings and not considering each other's individual difference, this can help them feel strong belonging and ties with the organization hence making their jobs meaningful.

5.3 Recommendations

5.3 Areas for further research

Examine the impact of motivation on positive relationship at work.

Determine the factors that hinder positivity and workplace meaning.

Examine whether the positive relationship can lead to reward at work.

Examine the factors that can favor positivity and workplace meaning.

Determine the effect of good industrial relation on the job meaning

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APPENDIX I: QUESTIONNAIRE

Dear Respondent

I am Achom Anna Florence a student at Kampala International University pursuing a degree in Human Resource Management. Currently I am conducting a study on ***“positive Workplace relationships and Meaningfulness at Work.”*** 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	House 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

Workplace Relationship

Think about the quality of relationship you have with your workmates. With that relationship in mind, 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).

No.	Statement	SD	D	SD	SA	A	SA
Positive Relationship with the supervisor							
1	My direct supervisor is satisfied with my work	1	2	3	4	5	6
2	My direct supervisor repays a favor	1	2	3	4	5	6
3	My direct supervisor helps me with my job problems	1	2	3	4	5	6
4	My direct supervisor returns my help	1	2	3	4	5	6
5	My direct supervisor has confidence in my ideas	1	2	3	4	5	6

6	My direct supervisor and I have a mutually helpful relationship	1	2	3	4	5	6
7	My direct supervisor has trust that I would carry my workload	1	2	3	4	5	6
8	My direct supervisor is one of my leaders	1	2	3	4	5	6
9	My direct supervisor has respect for my capabilities	1	2	3	4	5	6
10	I have an excellent working relationship with my direct supervisor	1	2	3	4	5	6

Positive Relationship with team members

11	I often make suggestions about better work methods to other team members	1	2	3	4	5	6
12	Other members of my team usually let me know when I do something that make their job easier	1	2	3	4	5	6
13	I often let other team members of know when they have done something that makes my job easier	1	2	3	4	5	6
14	My team members often recognize my potential	1	2	3	4	5	6
15	My team members understand my problems and needs	1	2	3	4	5	6
16	I am flexible about switching job responsibilities to make things easier for other team members	1	2	3	4	5	6
17	In busy situation, other team members often ask me to help out	1	2	3	4	5	6
18	In busy situations, I often volunteer my efforts to help	1	2	3	4	5	6

	others on my team						
19	I am willing to help finish work that has been assigned to others	1	2	3	4	5	6
20	Other team members are willing to help finish work that was assigned to me	1	2	3	4	5	6

Meaningfulness of Work

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
Workplace Meaningfulness						
When someone criticizes my restaurant, it feels like a personal insult.	1	2	3	4	5	6
When I talk about my restaurant, I usually say we rather than they.	1	2	3	4	5	6
My restaurant's successes are my successes.	1	2	3	4	5	6
When someone praises my restaurant, it feels like a personal compliment.	1	2	3	4	5	6
I feel a sense of ownership for my restaurant.	1	2	3	4	5	6
If the values of this restaurant were different, I would not be	1	2	3	4	5	6

attached to it.						
My attachment to this restaurant is based primarily on the similarity of my values and those represented by my restaurant.	1	2	3	4	5	6
Since starting this job, my personal values and those of this restaurant have become more similar.	1	2	3	4	5	6
The reason I prefer this restaurant to others is because of what it stands for; that is, its values.	1	2	3	4	5	6

APPENDIX II: TIME FRAME

Activity	Period in months									
	MARCH		APRIL		MAY		JUNE		JULY - AUGUST	
Formulating the statement of the problem										
Proposal writing										
Introductory letter and permission										
Questionnaire drafting										
Interviewing and group discussion										
Data collection										
Data processing										
Data analysis										
Review data analysis										
Final report										