

POSTIVE RELATIONSHIP AND ORGANIZATIONAL IDENTITY

A CASE OF HOTEL WORKERS IN KAMPALA

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**A DISSERTATION SUBMITTED TO THE COLLEGE OF ECONOMICS AND
MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS**

FOR THE AWARD OF BACHELOR'S DEGREE IN HUMAN

RESOURCE MANAGEMENT OF KAMPALA

INTERNATIONAL

UNIVERSITY

JULY, 2019

DECLARATION

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

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APPROVAL

This research Dissertation titled “**positive relationship and organizational identity**” has been submitted with my approval as the University supervisor

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Date: 

Mr. Kabagambe Francis

DEDICATIONS

I dedicate this work to my beloved mum Ms. Kabasindi Marion, my father Mr. kaahwa Simon, my supervisor Mr. Kabagambe Francis, my beloved aunt Capt.katuku Sarah, Ategeka Lydia Akiiki my brother Murungi cirrus for the support they offered to me during my hard time of carrying out the study and my course in Haman Resource Management at Kampala International University

ACKNOWLEDGEMENTS

Thanks to the Almighty God for the gift of life, opportunities and blessings He has given me.

I am deeply indebted to a number of persons for the moral, intellectual and material support; First and foremost, I acknowledge my parents Mr. Kaahwa Simon and Mrs. Kabasindi Marion then my aunt Capt. katuku Sarah, - my sisters Asaba phionah, Ahebwa patience and brothers' Murungi cirrus, mugisa Mathias, Agaba Simon, my fellow students Nabankema Rebecca sanyu, Busingye Rebecca, Achom Ann Florence, Kayondo Ibrahim, and all my beloved auntie's, my grandmother Benet Mugisa for their comparable assistance that rekindled my dream to come to realization. I greatly appreciate all the love and support you rendered me, May the Lord God bless you profusely.

Outstandingly I would like to thank my research supervisor Mr. Kabagambe Francis for his intellectual guidance, encouragement and generous efforts he gave to me in this study. his supervisory skills and educative advice has shaped and reshaped the study to the tone it has come to. May the Almighty God reward you abundantly?

With the much respect, worth mentioning is the assistance I have also received from the Management, Board, and particularly the staff members of different hotels around Kampala for their incredible contributions and good co-operation towards this study.

Finally, special thanks go to all my fellow students Kampala International University more especially students of Human Resource Management and the well-wishers for all what they have done together with their prayers.

May the Almighty God bless you all.

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ABSTRACT

The study was about positive relationship and employee organizational identity. a case of hotel workers in Kampala. The general objective of the study was to examine the relationship between positive relationship and organizational identity. A case study of hotel 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 positive work relationship in organizations (ii) To examine the level of organizational identity in Kampala hotel workers, (iii) To examine the relationship between positive relationship and organizational identity. 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 positive relationship at work has a greater impact on organizational identity that's to say if there are good relationships workers will see no reason as to why they cannot be attached to their employing organizations. the tool used for data collection during was questionnaire, Ethical Consideration, Document Analysis. Data source were primary data and secondary data. The findings can prove basing on the following; researcher examined the relationship between positive relationship and organizational identity of different hotels around Kampala.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

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

1.1 Back Ground of the study

In recent years, organizational identity has received a lot of attention in both the practitioner and academic literatures. Several disciplines (e.g. marketing, organization studies, and strategic management, social and organizational psychology) have examined and discussed the topic from a variety of research paradigms (Cornelissen, 2002). One particularly influential stream of research in the domain of organization studies has been the work of Dukerich and colleagues, distinguishing two types of organizational identities, namely (a) members' own perceptions of the image of the organization and (b) members' assessment of others' perceptions of the image of the organization. Dutton, Dukerich and Harquail (1994) labelled insiders' own image perceptions as the organization's perceived identity. So, this relates to what employees see as their organizations distinctive, central and enduring attributes as a place to work.

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

According to vision 2040, the potential for Uganda's hospitality industry is undoubted.it noted that by 2011, tourism contributed 14.6% of the total employment (630,830 jobs) and the hotel sector contributed 23% of the total registered businesses (hotels and restaurants, recreation and personal services) in the country. The tourism sector total contribution to the economy was

estimated at \$1.7billion, representing 9% of the GDP, according to the ministry of finance, News that close to \$12millions were invested in the upgrading of the hotel and tourism training institute at Jinja was a boost to the industry. The initiative has given young people necessary skills needed for hospitality industry. The Uganda bureau of statistics, in its abstract of 2013, shows that most of the services in the hospitality industry witnessed an increase in price between 2011 and current as demand went up for hotel services thus the need by hotel workers to exercise positive work relationships in order to maintain their trained and talented staff hence leading to employee organizational identity.

1.2 Problem statement

Employees always look at the organization as a living entity because the organization has a responsibility to act as an agent, have real policies and norms that provide sustainability and the role of behavior, and expressed satisfaction with the individual employees through the agent (Shanock & Eisenberger, 2006). 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 positive work relationship and organizational identity

1.3 Purpose of the study

The purpose of this study was to examine the relationship between positive relationship and organizational identity

1.4 Objectives

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

- i. To assess the nature of positive work relationship in organizations
- ii. To examine the level of organizational identity in Kampala hotel workers
- iii. To examine the relationship between positive relationship and organizational identity

1.5 Research questions

- i. What is the nature of positive work relationship in organizations?
- ii. What is the level of organizational identity in Kampala restaurants?
- iii. What is the relationship between positive relationship and organizational identity?

1.6 Study Scope

1.6.1 Subject scope

The study focused on positive relationship and organizational identity

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

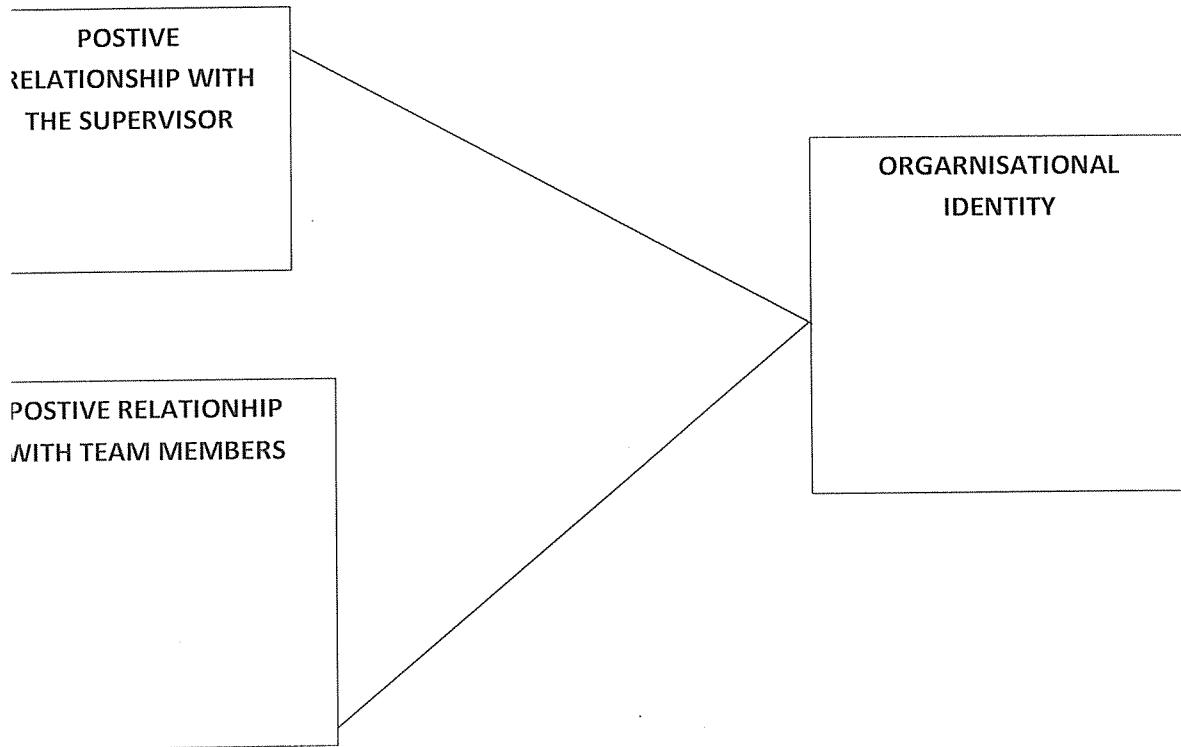
i. Academic

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

ii. Policy

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

Figure 1.8:CONCEPTUAL FRAME WORK



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

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

2.2 Positive Work Relationship

Social Exchange Theory is the underlying theory of inter-personal relationships and trust. In this theory, people form relationships in which one individual exchange will provide duty or obligation to others to provide services or provide benefits. The quality of a good relationship with the supervisor will create trust in the supervisor (Whitener et al., 1998). Supervisors are often assumed to be an embodiment of the organization by employees (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In general, the supervisor also creates a good relationship with his subordinate (Graen & Uhl-bien, 1995; Sluss & Ashforth, 2007). Supervisors usually give examples of his subordinates. Supervisors are a natural source by teaching the values of the organization to his subordinates and always talking about the organization on them. A Supervisor is a representation of the organization. Therefore, a good relationship between the employee and the supervisor can present a good relationship between the company and the employees, so that employees feel attached to the organization and want to be involved in the organization. Compared relationship with a co-worker, relationship between employee and supervisor are more profitable (Raabe & Beehr, 2003). Supervisor is more likely associated formally with co-workers and gives appreciation to employees because supervisors involve in the assessment in the employee performance. However, both supervisors and co-workers alike provide psychosocial support and provide assistance to employees. Employees who are close to the supervisor will tend to do a way that is consistent with the organization's objectives. Employees always look at the organization as a living entity because the organization has a responsibility to act as an agent, have real policies and norms that provide sustainability and the role of behavior, and expressed satisfaction with the individual employees through the agent (Shanock & Eisenberger, 2006).

2.3 Relationship with Organizational identity

Previous researchers found out that, a relationship with the supervisor is important for employees in determining how individuals define support in the workplace (Sluss & Ashforth, 2007; Flynn, 2005). In the social exchange approach, employees give effort and dedication to the organization by the leader or supervisor and received an appreciation from the organization through the leader or supervisor (Eisenberger et al., 1986). A Supervisor as an agent of the organization play a greater role by providing feedback related to the performance and the determination of wages (Shanock & Eisenberger, 2006). According to employees, a good relation with supervisor and supervisor support is a form of organizational support to him. Such support can reduce stress in the workplace and improve performance (Rhoades & Eisenberger, 2002). Organizational Support Theory states that the supervisor's action is an indicator of the intentions of the organization (Pati & Kumar, 2010). The supervisor helps personify the organization to employees. In general, supervisors have a close relationship with employees and have the ability to communicate the intentions of the organization directly to employees. Employees also consider that supervisors support is an extension of the organization. The high organizational support related to job involvement (Rhoades & Eisenberger, 2002), work engagement and organizational engagement (Saks, 2006). Organizational support will form a sense of responsibility to contribute to the organization and help organization for achieving its objectives (Stinglhamber & Vandenberghe, 2003). This support will also increase affective commitment to the organization to be engaged by the organization and encourage individuals to become organizational members, and have social identity as an organizational member. In addition, this support will encourage good individual psychological conditions which include psychological meaningfulness (Stinglhamber & Vandenberghe, 2003). Based on the results of previous studies, supervisory support is negatively related to absenteeism, withdrawn behavior, and tardiness when to come to work or when returning to work after a break (Eisenberger et al., 1986; Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Supervisory support is negatively related to intention to leave (Randall, Cropanzano, Bormann, & Birjulin, 1999) and the turnover of employees (Eisenberger, Stinglhamber, Vandenberghe, Susharski, & Rhoades, 2002). Based on the above discussion, the hypothesis of this study is offered.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

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

3.2 Research Design

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

3.3 Study Population

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

3.4 Sampling procedure

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

3.4.1 Sample size

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

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

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

3.6 Measurement of variables

The study was measured by items adopted from the previous studies

3.7 Validity and Reliability

3.7.1 Validity

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

3.7.2 Reliability

The research instruments were examined for their reliability by using Cronbach's Alpha value established using SPSS. All the items included in the scale adopted from reviewing literature were tested for reliability. Values which were 0.869 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.

Ethical Considerations

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

3.9 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 of information given.

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

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

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

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRITATION OF FINDINGS

4.1 Introduction

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

4.2 Background of the information

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

Gender of respondents

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

Table 1:Gender of respondents

gender of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	111	55.5	55.5	55.5
	female	89	44.5	44.5	100.0
	Total	200	100.0	100.0	

Source field research

Findings in frequency table one indicates that majority of the respondents were male 111(55.5%) compared to female respondents who were 89(44.5%). This implies that there was male participation of hotel staff compared to females at different hotels in Kampala.

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 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	

Source primary data

Findings in the above frequency table 2 shows that a large proportion of respondents 83(41.5%) were in the age range of 20-29 compared to the respondents who were in the range of 30-39(39.5%),40-49 years were 30 (15.0%),50-59 years were 7 (3.5%),respondent(s) ranging from 60>was only 1(0.5%) .This indicates that there were more strong energetic youth staff proportion employed in the various restaurants compared to the aged ones this is revealed by the age group of 20-29 which stands at 41.5% compared to other age groups which have low or moderate age

range in terms of frequency and percentages .This implies that there is still high possibility that such hotels will remain with their experienced workers before they can retire.

4.5 Position of Respondents

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

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	

Source primary data

Findings in table three indicates that sampled hotels around Kampala employs more waitresses/waiters this is revealed by the findings were waiters/waitress stand at a frequency of 81(40.5%), followed by store keepers at frequency of 66(33.0%), lastly there was also chef workers at a frequency of 53(26.5%). This implies that hotels employ many of the waiters and waitresses compared to other workers because they perform a lot of daily activities in serving different customers of the hotel

4.6 Academic Qualification of the Respondent

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

Table 4: Education of the respondents

academic level of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	44	22.0	22.0	22.0
	Diploma	66	33.0	33.0	55.0
	Degree	75	37.5	37.5	92.5
	masters degree	10	5.0	5.0	97.5
	others(specify)	5	2.5	2.5	100.0
	Total	200	100.0	100.0	

Source primary data

In the above frequency table it indicates the academic level of respondents where by 44(22.0%) had attained a certificate level, 66(33.0%) had diplomas, 75(37.5%) had degrees, 10(5.0%) had masters degrees, while 5(2.5%) had s.6 certificates respectively. This implies that a large percentages of hotel workers around Kampala have degrees and the least number of employees having advanced level certificates this means that there is higher possibility of employees to identify with their organization if they are given chance to put in use what they have learnt in school.

4.7 Working experience of the respondents

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

Table 5: Working experience of the respondents

length of service of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	55	27.5	27.5	27.5
	4-6	48	24.0	24.0	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	

Source primary data

The study sought to reveal the length of service for hotel workers involved in the study and the findings indicated that that majority of the respondents 68(34.05)had worked and had an experience of about 7-9 years,55(27.5%),had worked for 1-3 years,48(24.0%) had worked for 4-6 years ,29(14.5%) had worked for 10 years and above therefore the study findings reveled that most of the employees in hotel service around Kampala had worked for at least 7-9 years and the least for at least 10years this means that there is much strength needed to ensure that employees can prolong their services they render to the organizations so as they can identify themselves with the employing companies.

Relationship between variables

- ✓ To assess the nature of positive work relationship in organizations
- ✓ To examine the level of organizational identity in Kampala hotel workers
- ✓ To examine the relationship between positive relationship and organizational identity

Table 6:Nature of positive work relationship in organizations

Descriptive Statistics			
Positive relationship	N	Mean	Std. Deviation
my direct supervisor is satisfied with my work	200	5.05	.873
my direct supervisor repays a 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 a 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 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	.963
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, often volunteer my efforts to help others on my team	200	5.16	.865
I am 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	5.14	.884
Valid N (listwise) Total MEAN	200	=5.0825	

The table above shows that the overall mean of positive relationship at work as 5.0825 which is interpreted as high .The respondents indicated that their supervisors have respect for their capabilities(mean5.20),they even reveled that their supervisors are their leaders which indicated a positive relationship at work (mean 5.17),they respondents also made me understand that in busy situations they can volunteer to help their co-workers accomplish their tasks hence positivity at work(mean 5.16),they also have strong working relationships with their

supervisor(mean 5.16),supervisors are also satisfied by the works of employees(mean 5.05),they also revealed that their direct supervisors returns their help (mean 5.00)that means there is a strong positive relationship between the supervisors and teams that's to say employees.

Table 7: The level of organizational identity in Kampala hotel workers

Descriptive Statistics			
Organizational identity	N	Mean	Std. Deviation
when someone criticises my restaurant, it feels like a 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 a 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	5.01	.922
the reason i prefer this restaurant to others is because of what it stands for;thats,its values	200	5.10	1.008
Valid N (listwise Total MEAN	200	=5.0466	

The above table reveals that the overall mean of organizational identity was 5.0466 which is interpreted as high .the respondents indicated that the successes of their hotels/restaurants are their own successes(mean 5.21),they also felt happy when talking about their restaurants(mean 5.10),they also revealed that they are attached to the given hotels because of what it stands for in terms of the values, they also revealed that they feel a sense of ownership in being attached to the hotels this indicates that there is high organizational identity among hotel workers in Kampala.

Table 8: The relationship between positive relationship and organizational identity

Correlations			
		positive relationship	Organizational identity
positive relationship	Pearson Correlation	1	.339**
	Sig. (2-tailed)		.000
	N	200	200
organizational identity	Pearson Correlation	.339**	1
	Sig. (2-tailed)	.000	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

In order to reveal the relationship between the two variables positive relationship and organizational identity, the researcher found it necessary to use Pearson's correlation and basing on the results, it generally showed that there is a weak positive linear relationship between positive relationship and organization identity($r=0.339$). The study also revealed that if there is strong relationship between the employees, supervisors, the level of employee identity with their employing organizations will be high hence employees will find no reason as to why they cannot feel attached to their organizations.

4.8 Relationship between Positive relations and Organization Identity using regression analysis

Table 9:Coefficients of organization identity

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	22.539	4.533		4.973	.000
1 Positive relationship	.225	.044	.339	5.065	.000

Table shows a simple linear regression analysis model of Organization identity and Positive relationship. The regression model is;

$$\text{Organizational Identity} = 22.539 + 0.225 \text{ positive relationship}$$

Interpretation:

When positive relations are held constant, the level of organizational identity is 22.539 units. But a unit change in Positive relations leads to an increase in Organization identity by 0.225 units.

Generally, this means that there is a positive significant relationship between Organization Identity and Positive relations.

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 (0.000) is less than 0.05. Thus the null hypothesis is rejected. Therefore, there is significant relationship between the variables under the study.

CHAPTER FIVE

CONCLUSIONS AND FINDINGS

5.0 Introduction

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

5.1 Summary of findings

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

5.2 Recommendations and areas for further research

Despite the few constraints expressed in this study, the research was conducted on only few hotels and only 200 respondents therefore the researcher recommends future researches to widen the research to at least a macro level so as the concepts under study might be clearly understood, would also like to express my recommendations to the different organizations to always co-operate with different stake holders (researchers) while they are trying to gather data about an identified problem.

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

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

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

5.3 Areas for Further Research

- ✓ To assess the impact of positive relationship on organization profitability and competitiveness
- ✓ To determine the impact of work relationship on employee retention
- ✓ To account for the factors that might hinder organizational identity.
- ✓ To identify factors that might lead employees feel attached to their organization.
- ✓ To determine whether positive relationship at work can lead to improved organizational performance
- ✓ To assess the impact of employee's relationships on satisfaction
- ✓ To assess whether positive relationship can lead to job satisfaction
- ✓ The effect of labor unions on organizational identity
- ✓ Reward and compensation on employee organizational identity

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APPENDICES

QUESTIONNAIRES

Dear Respondent

I am Alinaitwe Brian a student at Kampala International University pursuing a degree in Human Resource Management. Currently I am conducting a study on ***“Positive Relationship and Employee Organizational Identity.”*** 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

1

Female

2

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 Relations)

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 Relationships at Work							
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	1	2	3	4	5	6

	relationship						
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
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						
18	In busy situations, I often volunteer my efforts to help others on my team	1	2	3	4	5	6
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
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Employee Organization Identity

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).

Organizational Level identity	SD	D	SD	SA	A	SA
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 attached to it.	1	2	3	4	5	6
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	1	2	3	4	5	6

of what it stands for; that is, its values.

Thank you

BUDGET

Description	quantity	Amount(ug.shs)
stationary	3coppies@18000(with binding)	54000
questionnaires	200 coppies@500	50,000
Airtime		20,000
transport		30,000
Data collection assistant		50,000
Miscellaneous		100,000
Total		304,000=

APPENDIX I

Time Frame 2019

ACTIVITY	MAY	JUNE	JULY
Topic formulation			
Introduction writing			
Literature review			
Methodology			
Typing and correction			
Reviewing			
Final copy formulation			