



MAKERERE UNIVERSITY
MAKERERE UNIVERSITY BUSINESS SCHOOL

**MEANINGFUL WORK, GRIT AND JOB ENGAGEMENT OF
HEALTHCARE WORKERS IN HOSPITALS IN UGANDA**

BY

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**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS
SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE DEGREE OF MASTERS IN
HUMAN RESOURCE MANAGEMENT
OF MAKERERE UNIVERSITY**

NOVEMBER, 2023

DECLARATION

I, Tusubira Isaac declare that this dissertation is my own piece of work. Any assistance that I have received has been duly acknowledged in the dissertation. It is submitted in partial fulfilment of the requirements for the degree of Master of Science in Human Resource Management of Makerere University. It has not been submitted before for any degree or examination at any institution of Higher Learning.

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Date: 27.10.2023

Isaac Tusubira

APPROVAL

This is to certify that this dissertation has been prepared and compiled by Tusubira Isaac and it is done under our supervision. The proposal is hereby approved for submission to Makerere University for assessment.

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This is to certify that this dissertation has been prepared and compiled by Tusubira Isaac and it is done under our supervision. The dissertation is hereby approved for submission to Makerere University for assessment.

Sign:

Dr. Charles Kawalya

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Mr. Francis Kabagambe

Date: 27/10/2023

DEDICATION

To GOD who has been and still is my sole provider, for giving me life, protection, provision and ensuring I get an Education.

To my loving Sister, Ms. Alice Kyakuwaire and Miss. Joan Christine Ajuna for your love, sacrifice, support and inspiration. You brought me this far and thank you for giving me an education.

To my daughter Bethany Tsubira you have believed in me and supported me in every way possible.

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ABSTRACT

The purpose of this study was to establish the relationship between meaningful work, grit and Job engagement. The research used a cross sectional quantitative survey design. The sample size was 361 health care workers selected by simple random sampling. Only 250 responses were got. Findings showed that there is a significant and positive relationship between grit and job engagement. The results also indicated that there was a positive and significant relationship between meaningful work and job engagement. The results also indicated that there was a positive and significant relationship between grit and meaningful work. The study indicated that the two independent variables contribute 63.2 percent of the variance in job engagement (Adjusted R Square = .632). Results also indicated that both meaningful work and grit are predictors of job engagement although results indicated that meaningful work is a better predictor than grit. From the study, it was recommended that to achieve a better job engagement, health care workers should make their work meaningful and have passion and perseverance for long-term and meaningful goals for their work. They should be able to persist in their work they feel passionate about.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter details the background of the study, statement of the problem, purpose of the study, research objectives, research questions, scope of the study, significance of the study and the conceptual framework.

1.1 Background of the Study

The dynamic world of work catalyzed by burnout, loss of motivation and depletion have retaliated the need for great dedication, vigor, absorption and enthusiasm (Jonnann, 2020). As a result, employee who express themselves physically, cognitively, emotionally and mentally have improved their role engagement at work (Rosette 2019 & Falloy 2020). Alisher (2019) argued that employees, who persevere, passionate and related with other colleagues in the work they do, have improved job engagement.

One of the major challenges facing the health sector today is the low job engagement of the health workers among other challenges like grossly underpaid health workers, a shortage of health workers, inadequate supplies of medicines and essential equipment in government facilities, insufficient hospital beds, high costs, and poor accessibility to health services, particularly in rural areas (Ministry of healthy report, 2022). Mukasa (2021) indicated that all the above challenges make it hard to engage health

Abdullah (2011), indicated that job engagement is an essential concept in the effort to recognize and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. Albdour and Altarawneh (2014) argued that job engagement

enables organisations to fully absorb their employees by what they do and become enthusiastic about their work. This makes them to take positive action to further the organization's reputation and interests. Bentein, Vandenberg, Vandenberghe and Stinglhamber (2005) indicated that job engagement will still allow both the employees and an organisation to have a positive attitude towards the organization and its values.

Christian et al (2011) argued that job engagement first appeared as a concept in management theory in the 1990s. It became more widely used in 2000 though it remains contested by different scholars (Chughtai, 2011). This is because, job engagement stands in an unspecified relationship to earlier constructs such as morale and job satisfaction. In spite of the academic critiques, job engagement practices are well established in the management of human resources and of internal communications. Zafar (2018) argued that employees are engaged at work if they “are involved in, are enthusiastic about and committed to their work and workplace”.

Corporate Leadership Council (2004) identified different drivers of engagement as employee’s personal resources, career advancement, employee clarity of job expectations, employee perceptions of job importance, regular feedback and dialogue with superiors.

In Europe, it is expected that in countries where workers feel engaged; people are also happier and satisfied with their jobs (Gallup Organization, 2005). In Europe, job engagement brings happiness and job satisfaction in most organizations. Though, levels of engagement differ across Europe. Gavin and Mason (2004) argued that this could be as a result of different factors that play a role in job engagement. These factors may include type of profession, industry, and working conditions.

Grit has been shown to predict high achievement in a range of individual performance domains. Rogers (2017) argues that there are three organizational antecedents to employee grit. These include leadership, culture, and job design. Grit explains why some people and organization fail

and others are successful at getting what they want. Amos (2016) indicated that when things get painful and tough, people with low grit are the first to give up on their goals and dreams. In other words, grit acts like a driving force for someone to not give up and quit (Koment, 2015). In 2021, Gostti carried out research on the influence of grit and job engagement in nursery teaching teachers. The results indicated that there is a positive and significant relationship between the two. Meaningful work enables employees to feel that their work matters, that it has an impact on the organization and society, and that it means something to them personally (Hakim, 2015). In 2016, Gullet argued that an organization doesn't have to be a not-for-profit or social enterprise to create an environment where employees feel that their work matters. Meaningful work enables employees to feel part of something larger than themselves. Hanord (2012) indicated that organizations can make work meaningful for employees through fulfilling professional dreams and celebrating personal talents. Ford 2023 indicated that there is positive relationship between meaningful work and job engagement.

Currently, Africa, scores of job engagement are higher especially in sub-Saharan African countries than other regions of the world at 76 percent, according to a recent survey (Iqbal, 2010). 72% of employees in sub-Saharan Africa are considered engaged according to the Sub-Saharan Africa Employee Engagement Survey, published in January (2013). This score was the highest of any global region. Globally, engagement levels were at 58 percent in 2011.

In Uganda, a bigger number of health care workers in public hospitals work in poor conditions and most are so discouraged and not fully engaged at their work (Karungi 2015). In spite of that, there are health professionals and nurses in particular who manage to maintain a high level of job engagement regardless of work adversities. Love (2019) indicated that the level of job engagement in Uganda's public health centers is at 37%.

Grit and meaningful work could be the factors influencing work engagement in public hospitals in Uganda. There is no literature which relates grit, meaningful work and job engagement in public hospitals in Uganda.

1.2 Problem Statement

Job engagement of the health workers in public hospitals has to be at its peak to better serve the public (Agaba 2021). Despite the incredible role played by health care workers in enhancing job engagement at work, the situation continues to be challenging for health care workers (Sulaiman, 2020). The ministry of healthy guidelines on boarding and staff engagement (2018) indicated that most health care workers are not passionate and committed about their work. Bakiga (2019) indicated that health care workers were coupled with absenteeism and poor attitude towards their work. Whereas management in the Ministry of health have put in place measures aimed at enhancing health care workers' job engagement such as vigor, dedication and absorption to mention but a few, health care workers' continue to report high levels of low levels of job engagement (Mujuni, 2021). This has led to job engagement deleterious effects among health care workers, and daily absenteeism. If this problem continues, it may let to poor performance of public hospitals which would result into poor service delivery to the public (Nambwaya, 2021). It is not clear whether this state can be attributed to lack of grit and meaningful work among the health care workers. This gave the basis for the researcher to undertake this study.

1.3 Purpose of the Study

The purpose of the study is to examine the relationship between grit, meaningful work and job engagement of healthcare workers in Uganda.

1.4 Research Objectives

- i. To establish the relationship between grit and job engagement in medical workers in Uganda.
- ii. To establish the relationship between meaningful work and job engagement in medical workers in Uganda.
- iii. To find out the combined predictive potential of grit and meaningful work on job engagement among medical workers in Uganda

1.5 Research Questions

- (i) What is the relationship between grit and job engagement in in medical workers in Uganda?
- (ii) What is the relationship between meaningful work and job engagement in medical workers in Uganda?
- (iii) What is the combined predictive potential of grit and meaningful work on job engagement among medical workers in Uganda

1.6. Scope of the Study

1.6.1 Geographical Scope

The study was carried out in public hospitals of Uganda in Kampala. According to the Ministry of Health of Uganda (2021), there are 139 general hospitals and 14 Regional Referral Hospitals in the country of which 25 are in Kampala, Mukono and Wakiso. These hospitals have a big number of public health care workers and at the core of their jobs is the sanctity of human life, which makes it important that they are engaged in their jobs in order to render their services fully.

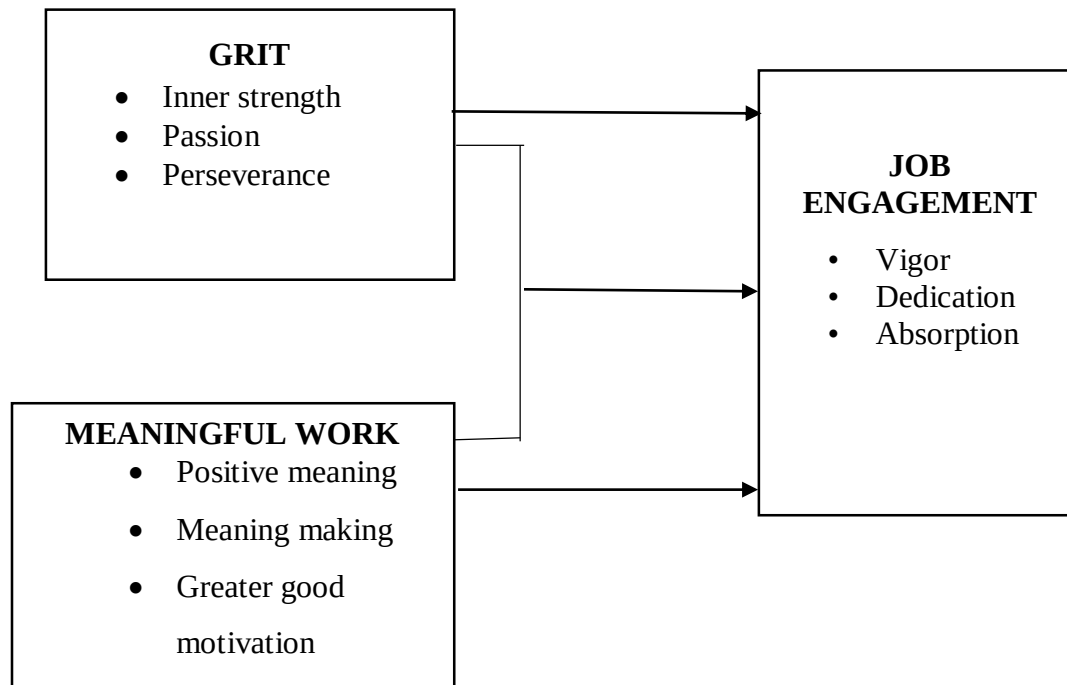
1.6.2 Subject Scope

The study sought to explain grit examine the effect of grit and meaningful work on job engagement.

1.7 Significance of the study

- i. The findings of the study can be of significant help to the business owners, the government, management consultants, academicians and researchers as a source of knowledge and reference.
- ii. The research findings would be of importance to policy makers like government, ministry of health and others as they design better grit and meaningful work aimed at enhancing job engagement in health centres and other organisations in Uganda.
- iii. Academicians who wish to undertake further research on job in any organisation will also find the literature arising from this study to be of great value.

1.8 Conceptual framework



Source: Sendawula et al (2012), Stager (2012), Albrecht et al (2021).

1.8.1 Explanation of the conceptual model

According to Bierman (2010), a conceptual framework is an analytical tool which has several variations and contexts. It is used to make conceptual distinctions and organize ideas. The conceptual framework depicts that grit and meaningful work are the two variables that could influence job engagement and they have a direct relation with job engagement. The model also indicates that meaningful work may mediate the relationship between grit and job engagement.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter includes explanation of the variables and relationship between the variables.

2.1 Explanation of the variables

2.1.1 Grit

According to Ahmed (2016), Angela Duckworth made the term “grit” popular in academic circles in (2013), Angela is a psychology professor at the University of Pennsylvania Psychology.

Demerouti and Cropanzano and Bakker (2010) indicated that grit is a non-cognitive factor that has received increased attention in both academic and work environments. Fedi (2019) defined grit as the tendency to pursue especially long-term goals with both perseverance and passion. Research indicate that grit plays a significant role in successful outcomes in many fields, and more specifically in education and work place. Grit is rooted in two facets, perseverance of effort and consistency of interest (Asik et al., 2016).

Chalofsky and Krishna (2009) defined grit as the quality of being able to sustain your passions, and also work really hard at them, over disappointing long periods of time,” However, Gladwell (2008) defined grit as a person’s perseverance and passion for long-term goals whether at work or in daily life. Gagne and Deci (2015) defined grit as perseverance of effort and consistency of interest. Different scholars like Fairlie (2011); Hackman and Oldham (1976) and Hobfoll (2001) many others have defined grit. From the many definitions of grit, I can conclude that grit looks at

how resistant and determined an individual is towards achieving the set goals whether at work or in daily life. Research by Shirom and Hobfoll (2001) and Loise (2015) has shown that these goals are mostly built upon prominent leaders in history and scientists. Researchers now have reached similar conclusions about high achieving individuals. Especially, those who are believed to be more influential and successful than their counterparts.

According to Littman and Steger (2010), only those people who can overcome stress and use failure as a means to achieve ultimate goals at work are said to be with grit. It's all about finishing the race when you're dead last. Olivier and Rothmann (2017) indicated that people with grit see failure as a simple, necessary step which leads them to achieve what they want. Grit is always an indomitable spirit in people. Individuals at work with grit are capable of maintaining their determination and motivation over long periods of time irrespective of experiences with failure and adversity (Parrin, 2003). Grit is a trait that can be found in a person with a growth mindset. An employee with grit is known to be tenacious (Petchsawang & Duchon 2012). This means that he is able to persevere and try with greater effort, as required. Venon (2015) indicated that if people are gritty, they are able to grow their mind set since grit is pivotal to this. Grit builds a person's ability to grow especially at work places.

Grit drives achievement and success, independent of and beyond what talent and intelligence contribute in people (Rich et al., 2010). Being naturally smart and talented is great, but to truly do well and thrive, employees at work need the ability to persevere to challenges.

2.1.2 Job engagement

Multiple studies suggest that job engagement is beneficial for workers as well as for organizations. For example, job engagement has been associated with better mental and physical health of employees in terms of low levels of depression and anxiety, healthy cardiac autonomic activity, lower systolic blood pressure, better sleep quality, and less psychological distress (Fisher et al., 2010).

Steger and Dik, 2009; Macleod and Brady 2008 and Steger et al., 2012 indicated that job engagement has received much concentration in both research and practice due to its potential impact on various organizational outcomes. Novan (2018) defined job engagement as the harnessing of organization members' selves to their work roles. Job engagement describes the level of enthusiasm and dedication a worker feels toward their job (Shuck & Rose, 2013). Schaufeli et al (2002) defined job engagement as 'a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Schaufeli and Bakker (2006) defined job engagement as a person's enthusiasm and involvement in his or her job. From all the definitions, it is clear that job engagement looks at how enthusiastic and dedicated an employee is towards the work at hand. Salanova (2005) indicated that job engagement, as a motivational variable should lead to high levels of performance to any organization. Therefore, modern organizations need an engaged work force. Saks (2006) argued that organizations need employees who exhibit energy and self-confidence and demonstrate a sincere enthusiasm and passion for the work that they do. Organizational competitive advantage is derived from job engagement. The literature suggests that job engagement leads to various positive organizational outcomes (Fisher, 2010; Gavin & Mason, 2004). Job engagement has a positive relationship with productivity, profit, and organizational

success. Many researchers in their studies have agreed that organizational performance is dependent on employee job engagement.

Employees who are always engaged in their jobs identify personally with the work and are motivated by the work itself Rothmann and Buys (2011). These people work more hard and more productively than others. These employees are more likely to produce the results that their employers and customers actually want. Rosso et al (2010) indicated that employees who are fully engaged in what they do, tend to be committed to their organizations unlike those that aren't. Job engagement and organizational commitment are closely related. Job engagement can be critical to a company's success, given its links to job satisfaction and employee morale. Engaged employees are more likely to be productive with a higher performance (Revens, 2017).

2.1.3 Meaningful work

Steger et al (2013) defined meaningful work as 'the degree to which the employee experiences the job as one which is generally meaningful, valuable, and worthwhile. Meaningfulness at work and in life is more likely to constitute positive aspects; meaningfulness is often described as what individuals lack in their life, what they yearn for and what they seek to find (Stringer and Boverie 2007). Bonner (2013) defined meaningfulness as the 'the value of a work goal or purpose, judged in relation to an individual's own ideals or standards.

According to Ashforth (2017), meaningful means that an employee must know that the work that he/she does matters to the overall objective of a company, to you and your team, and the community as a whole. It's the role of an employee to seek for meaningful and purposeful in everyday life. A job needs to mean something. Bakker et al (2005) indicated that employees don't

just want a means to an end; they want to know that what they're doing day-to-day serves a variety of purpose. They want to feel part of an organization more than just the chase for a paycheck (Baaard et al., 2004). Existing research now shows that meaningfulness at work can improve the performance, commitment, and job satisfaction of the employees.

Bies and Moag (2015) argued that most employees find meaningful work more important than salary, working conditions, or opportunities for promotion. Meaningful work is that work which uses your talents and skills to your maximum potential, that job which makes you feel a part of something (Rossette, 2013). Meaningful work in most organisations is linked to higher levels of employment, reduced absence and better quality performance. Both the employee and the employer will benefit from a meaningful work. When employees know that he/she is a valuable asset to a company, that his/her work makes a difference will make him/her feel much more appreciated at work (Bono et al., 2007). Borman and Motowidlo (2013) indicated that if your daily tasks are dull and repetitive for example photocopying, printing, coffee making, and others you're unlikely to feel valued on a bigger scale. Feeling valued makes the individual more productive and willing to stay at a company for longer. Brown and Leight (2018) argued that they feel motivated to succeed and report improved well-being and job satisfaction. Cable and Edwards (2004) argued that knowing your contribution means something. Any employee must ask himself the following, if you weren't there to do your job, would the company function just as effectively? What do you add to the daily structure of an organization?

2.2 Relationship between the variable

2.2.1 The relationship between Grit and Job Engagement

The relation between grit and job engagement is largely unexplored. Only a limited research studies were found which explored the relation between grit and job engagement. However, available research has shown that high grit positively predicts job engagement (Cable and Edward 2004; Campbell 2010; and Caldwell, 2017). Suzuki, Tamesue, Asahi, and Ishikawa (2015) found that there is a moderate correlation between grit and work engagement, and Singh and Gambhir (2016) found a low correlation between grit and work engagement. This is in line with Lucky (2019) who indicated that grit and job engagement has a low correlation. Indicated that employees who have a high level of grit are likely to be fully engaged in the work that they do because they have the zeal and commitment to work. They love what they do and this enables them to be fully engaged in what they do.

Deci et al (2019) carried out research at work places. Their results indicated that grit had a positive association with job engagement. Chatman (2016) argued that since job engagement is a fundamental in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees, both employees and employers should exercise a high level of grit. Grit can influence the level of enthusiasm and dedication a worker feels toward their job. Grit and job engagement can be critical to a company's success, given their links to job satisfaction and employee morale (CLC, 2006). Gritty and well engaged employees are more likely to be productive and attain a higher performing.

2.2.2 Relationship between Meaningful Work and Job Engagement

According to Deci (2018), levels of job satisfaction can be found in the difference between what individuals expect and what they experience at work. When people experience job satisfaction, they have higher levels of meaningful work (Ally & Chaiken, 2019). Meaningful work makes employees to have better mental health at work and are more productive. This enables employees to be fully engaged in the work that they do.

Edmondsin (2012) indicated that meaningful work is that work that is conducive to work engagement. Firstly, work engagement can be created by job resources, which is an aspect of meaningful work. Rhoades (2001) argued that in this context, work resources may include mentoring, training and constructive feedback. Sufficient resources lead to high levels of employee well-being, thus stimulating work engagement and professional development. Work conditions are important too. Eisenberger et al (2001) indicated that if organizations want to increase the level of work engagement. Organizations should apply clear organizational rules and motivational systems based on achievements in order to make their work more meaningful to employees and hence leading to job engagement (Hungtington et al., 2017)

Hofmann (2013) indicated that there is a positive relationship between meaningful work and job engagement. Erez (2001) indicated that strong feeling of meaningfulness at work are also key to employee engagement. Seneca Minor said: Frijda (2006) indicated that “If one does not know to which port one is sailing, no wind is favorable.” This means we can say the cornerstone of meaningful work are measurable work-related goals. Ambitious but rational strategy and,

consequently, realization of new challenges combined with appreciation services for the company are the basic conditions needed for effective and committed employees (Gagne & Deci, 2005).

Meaningful work is crucial for work engagement. Modan (2017) indicated that there are many factors that can influence work engagement as a result of meaningful work. These includes pay, the perception of the attractiveness of the work, the possibility of both professional and personal development, as well as the level of stress at work (Soffman, 2019). Improved work engagement can help reduce burnout, absenteeism and turnover intention.

2.2.3 What is the predictive potential of grit and meaningful work on job engagement among medical workers in Uganda?

Literature has scarce information relating to grit, meaningful work and job engagement. There hasn't been literature which examines how grit and meaningful work affects job engagement. Grit as ability to persevere in the face of adversity, drives an employee's success and most of his achievements (Creswell, 2009). The ability to be gritty specially to pursue what's important to you and being resilient when failure comes, is a crucial component of success and it is independent of and beyond what talent and intelligence can contribute Densombe (2009). Denecke et al (2004) argued that when employees persevere to any challenge that they meet at work, it is an indication that they find what they do to be meaningful. Because of this, they will perceive their work as being "worthwhile, important, or valuable. However, Chyung (2017) and Carr (2000) argued that employees can't be gritty if they don't find their work meaningful. Buckingham and Clifton (2001) indicated that when employees find their work valuable, important or worthwhile, they will always be ready to face any challenge that comes with work. Berg (2005) indicated that work engagement as a key human resources concept, describes the level of dedication and

enthusiasm a worker feels toward their job. Bechhofer and Paterson (2000) indicates that this level of dedication and enthusiasm is both physical, cognitive and emotional. In his argument, Archbald (2011) indicates that there meaning work creates grit employees which makes them fully engaged into their work. However, Ameriks et al (2004) and Allen (2011) indicated that employees may not persevere to work challenges and can't be dedicated and enthusiastic if they don't find their work meaningful. This means that grit and work engagement are dependent to meaningful work.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents methods that were used to collect data. These include study population, sample size, sampling techniques, data collection instruments, validity and reliability of the instrument and data analysis.

3.1 Research design

Research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research question through the collection, interpretation, analysis, and discussion of data (Sridhar, 2010). A research design helps ensure that your methods match your research aims, that you collect high-quality data, and that you use the right kind of analysis to answer your questions, utilizing credible sources. This allows the researcher to draw valid and trustworthy conclusions (Kumar, 2020).

The research used a cross sectional quantitative survey design. This emphasized a quantitative research approach. A cross-sectional design is carried out at one point in a time. Cross sectional data is preferred because it is not costly to perform and does not require a lot of time (Makez, 2018). It also captured a specific point of time, it can be used to prove or disprove assumptions, findings and outcomes can be analyzed to create new theories/ studies or in-depth research. This aided the researcher to obtain data from health care workers grit, job engagement and meaningful work. The study was quantitative in nature because a quantitative survey allows a broader study involving a greater number of subjects. The design provides summaries of data that support generalizations about the phenomenon under the study (Scarte, 2018).

3.2 Study Population

Creswell (2003) defined a study population is a subset of the target population from which the sample is selected. Gomez (2017) indicated that a study population is important because it enables a researcher to generalize results found from observations of the sample to the target population of the study. The researcher selected health care workers registered with Uganda Medical Association.

The total population was 6,000 health care workers who subscribe to Uganda Medical Workers. This number was provided by Uganda medical Association 2022 on their website.

3.3 Sample Size

Mishra and Alok (2017) defined a sample size as a research term used for defining the number of individuals included in a research study to represent a population. The sample size is important in the study because it influences two statistical properties: 1) the precision of our estimates and 2) the power of the study to draw conclusions. The sample was determined using Krejcie and Morgan 1970 sample determination table. The sample size was 361 health care workers.

3.4 Sampling Procedure

According to Ogula (2005), sampling procedure is a process or technique of choosing a sub-group from a population to participate in the study; it is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected. Sodhi (2011) argued that a sampling procure helps to select the suitable members to represent the population. The elements to be included in the sample size were determined by simple random sampling. The names of the health care workers were listed down and put in the basket, then the researcher picked one by one until the 360 was reached.

3.5 Data Collection Instruments

Vahidov (2012) indicated that Data-collection instruments” means tests, questionnaires, inventories, interview schedules or guides, rating scales, and survey plans or any other forms which are used to collect information on substantially identical items from respondents. A data collection instrument is important because it is used to collect relevant data from respondents.

Structured questionnaire was used to collect data. The questionnaire was self-administered. It consisted of closed ended questions that sought information on job engagement, grit and meaningful work and job engagement. The questionnaire was be comprised of four sections. Section A, B, C and D. Section A is comprised of one part. Part I and 11. Part I is about the profile of the respondent. Part 11 is about the profile of the health facility. Section B comprises the questions on the measurements of job engagement. Section C is comprised of the questions on the measurements of grit. Section D is comprised of the questions on the measurements of meaningful work. Questionnaires are preferred for this study because; it is generally relatively quick to collect information using a questionnaire and also potential information can be collected from a large portion of a group. Further, the return rates can be dramatically improved if the questionnaire is delivered and responded to in the right time.

Multiple-item scale was used to measure each construct. Responses were anchored on a 5-point Likert scale ranging from “1= strongly disagree to 5= strongly agree. A five-point Likert scale was used to increase response rate and response quality.

3.6 Data collection sources and activities

Primary data was obtained in the study. Mosia (2019) defined a primary data source as anything that gives a researcher direct and first hand evidence on a phenomenon about the research. Primary data was obtained through self-administered questionnaires. Doctors, nurses midwives or interns

at public hospitals did provide this research with primary data. Two respondents were selected from each. These provided information about the effect of grit and meaningful work on job engagement. Questionnaires were self-administered. They were left with the respondents themselves. A follow up will be done a week later through phone calls to remind the respondents to fill the questionnaires so as to increase the response rate. The filled questionnaires were collected two weeks from the day of issue to the respondents.

3.7 Unit of analysis and of Inquiry

3.7.1 Unit of Analysis

Creswell (2013) Creswell, (2003) indicated that the unit of analysis is the entity or an individual that frames what is being looked at in a study, or is the entity being studied as a whole for example a public hospital, a class room, a logistics firm, doctors or teachers and many others. The unit of analysis for this study was a health worker in a public hospital. Unit of analysis helps the researcher define what is being studied as well as what aspects are being studied. It provides guardrails to know what is in the scope of a researcher's study and what is outside the bounds of what a researcher is examining.

Rodgers (2018) indicated that the level of enthusiasm and dedication of workers and how they feel toward their job is very low in most hospitals in Uganda. This is indicated by absenteeism by most health care workers in hospitals and even those who come to work, leave before time to private facilities.

3.7.2 Unit of inquiry

The unit of enquiry is the unit for example individual, household, corporation, about which information is required in a study (Rahi, 2017). The unit of inquiry is important because it provides important data to the study.

The unit of inquiry was a doctor, a nurse, a trainee or a midwife in the different public hospitals in Uganda. This is because, these people are the ones directly in contact with the daily work of the health centers. This means that these people have perfect knowledge on job engagement. Ministry of health reports 2018 indicated that the level of job engagement of public health care workers was low. The ministry attributed the low levels of job engagement to the low pay and lack of commitment by public health care workers.

3.8 Measurement of the Variables

Moissenko et al (2016) defined measures of the study as dimensions through which study variables were measured.

Job engagement was measured using; vigor, dedication, and absorption. Job engagement has been measured by Sendawula et al (2018). The three dimensions were agreed upon by the two scholars Mashi (2011); Ford et al (2013) and Sendawula et al (2018). The variable is under section B in the questionnaire. Other measures of employee performance are consistence, and creativity.

Grit was measured using inner strength, passion and perseverance. Grit was measured by Suzuki et al (2015). The variable is under section D of the questionnaire.

Meaningful work was measured using positive meaning, meaning making and greater good motivation. Meaningful work has been measured by Steger (2012). For this reason, the researcher adopted the measures. The variable is under section D of the questionnaire.

3.9 Validity and Reliability

3.9.1 Validity Tests

To ensure data quality, the study adopted a Content Validity Index (CVI), (Polit & Beck, 2004) defines CVI ‘as the degree to which an instrument has an appropriate sample of items for the construct being measured’. Shi, Mo, and Sun (2006) recommend ‘that a scale with excellent content validity should be composed of CVIs of’ 0.70 or ‘higher’.

3.9.2 Reliability Tests

Reliability determines the degree to which an assessment tool produces stable and consistent results. A measure is said to be highly reliable if it produces similar results under consistent conditions. Sekaran, 2003, asserts that the reliability of a measure indicates the extent to which it is without bias and hence ensures consistency measurement across time and the various items in the instrument. Cronbach’s Alpha coefficient was used to show how reliable the data is using Software Package for Social Sciences (SPSS).

Table 1:

Content Validity Index (CVI Results)

Expert	CVI Score
Expert 1	0.704
Expert 2	0.811
Expert 3	0.857

Source: primary data

As seen in the table above, the results for CVI were above 0.5 which indicates validity of items in the questionnaire.

Table 2: Validity and reliability statistics for the study variables

Variable	No of Items	Content Validity Index (CVI)	Cronbach's Alpha Coefficient (CAC)
Grit	16	0.78	.883
Meaningful Work	16	0.94	.892
Job Engagement	16	0.87	.921

Source: Primary data

3.10 Data processing, analysis and presentation

Manc (2003) argued that data processing is the collection and translation of a data set into valuable, usable information. Through this process, a researcher takes raw data and converts it into a more readable format, such as a graph, report or chart, either manually or through an automated tool. Data processing leads to increased productivity and profits, better decisions and accurate and reliable results.

Editing and coding of data was done when questionnaires are collected. Descriptive, correlation and regression data was analyzed and presented using statistical package for social scientists (SPSS). The researcher used quantitative data analysis to establish job engagement in public hospitals in Uganda. Soshi (2018) defined data analysis as the process through which data used to discover useful information for decision making is cleaned, transformed, and modeled. The purpose of data analysis was to extract useful information from the data and taking the decision

based upon the data analysis. The data analysis process goes through the following steps: data validation, this includes screening the data, completeness, reliability and validity of the data collected. Step two is data editing. This step is all about checking for errors especially those from the respondents. Stage three is data coding. This stage is concerned with grouping and assigning values to responses from the survey (Dacks, 2014).

3.11 Ethical Consideration

The researcher got an introductory letter from MUBS that was presented to the respondents in public hospitals. The researcher sought permission from the administrators in charge before the questionnaires were administered. The respondents were assured of anonymity. The questionnaires were structured in a way that they don't disclose neither the hospital's name nor the respondent's name. This helped ensure anonymity. If the questionnaires are returned, data was extracted from them and kept in a closed drawer for two years and then destroyed after. This ensured confidentiality.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter contains the presentation, interpretation and analysis of the findings. It includes frequency distribution statistics, correlation and regression results. The inferential results are tested and presented as per the objectives of the study which were:

- i. To establish the relationship between grit and job engagement in medical workers in Uganda.
- ii. To establish the relationship between meaningful work and job engagement in medical workers in Uganda.
- iii. To find out the combined predictive potential of grit and meaningful work on job engagement among medical workers in Uganda.

4.1 Response Rate

The response rate is the percentage of those who responded to the study. The researcher targeted a total of 360 respondents but got information from 250 respondents only, which gives a response rate of 69.4%. The data was aggregated to the unit of analysis for purposes of correlation and regression analysis.

According to Mugenda and Mugenda (2003), if the response rate is 50% or less, it shows that the data is inadequate for analysis, but if the response rate is above 60%, it indicates that the data is good for analysis and if it is 70% and above, then the data is considered as very good for analysis. Basing on the above response rate, the data was good for analysis hence the researcher proceeded to analyze the findings.

4.2 Background Characteristics

4.2.1 Background Information on the firms

The study sought background information on the respective hospitals. Results are in Table 2 below:

Table 1

Background Information on the Hospitals (N=25)

		Freq	%
Number of Employees	Less than 50	13	52
	51-100	1	4
	More than 100	11	44
Number of years in Operation	Less than 10	5	20
	11-20 years	12	48
	21-30 years	4	16
	31 and above	4	16
What is the hospital source of Finance?	Others	2	8
	Outside donors	9	36
	Government	10	40
	Private company	4	16

Source: primary data

Number of Employees

The results in Table 2 show that the majority, 52 percent (13) of the hospitals have less than 50 healthcare workers followed by 44 percent which have more than 100 staff. Also represented but few are those which have 51-100 staff. This implies that the hospitals have varying workforce sizes.

Number of years in Operation

The study sought background information on the number of years that the hospitals have been in operation. Results in table 2 reveal that the biggest category, 48 percent (12) of the hospitals have been in operation in the last 11-20 years followed by 20 percent (5) which have been around less than 10 years. From the results we get the implication that most of the hospitals have been around

in operation for more than 10 years hence information on job engagement of their staff is more reliable.

Hospital Source of Finance

Results in table 2 show that the most hospitals are financed by the central government followed by outside donors. Also, there are some 16 percent which are financed by private companies. The implication is that the hospitals in Uganda have several sources of finance, mostly from government and donors.

4.2.2 Background Information on the Respondents

The study sought background information on the respondents. Results are in Table 3 below:

Table 2

Background information of the Respondents (N=250)

		Freq	%
Gender	female	130	57.5
	Male	120	42.5
Age	Less than 30	59	9.2
	30-39 years	130	57.5
	40-49 years	40	17.4
	50 and above	38	15.9
How long have you worked at this hospital?	Less than 5 years	10	4.8
	5-10 years	78	37.7
	11-15 years	79	38.2
	16 years and above	40	19.3
Education Level	Certificate	3	1.4
	Diploma	40	19.3
	Bachelor's degree	114	55.1
	Postgraduate diploma	30	14.5
	Masters degree	20	9.7

Source: primary data

Gender

The results in Table 3 show that the majority, 57.5 percent (130) of the respondents are female while 42.5 percent (120) are male. This implies that the health centers which are the subject of this

study mostly employ male staff, and they were therefore the majority of participants in this study and job engagement is looked at from their perspective.

Age of the Respondents

Results in table 3 reveal that the biggest category, 57.5 percent (119) of the respondents are aged 30-39 years followed by 17.4 percent (36) who are aged 40-49 years. This implies that most of the health centers employ people below 50 years although the other age brackets are represented in the workforce.

How long respondents have worked

Results in table 3 show that the respondents have worked 11-15 years in the respective health centers followed by 37.7 percent who have worked 5-10 years and 19.3 percent who have worked 16 years and above. This implies that most of the respondents in the study have been working for longer than 5 years at the respective health centers hence can give reliable information on job engagement levels therein.

Education level of respondents

Results indicate that the majority of 55.1 percent (114) of them have a Bachelor's degree while 19.3 percent (40) have a diploma. This implies that most of the staff working in these health centers have a Bachelor's degree. Furthermore, it can be safely implied that they were sufficiently educated to understand the nature of this study hence provide dependable and reliable information to aid the findings on job engagement at the health centers.

4.3 Correlation Analysis Results

Pursuant to the objectives laid out in the first chapter, the study set out to ascertain the relationships between the variables under study. In order to achieve this, Pearson (r) correlation coefficient was computed given the interval nature of the data and the need to test the direction and strength of

this relationship. A Pearson correlation is a number between -1 and 1 that indicates the extent to which two variables are linearly related. It can be used in a causal as well as a associative research hypothesis (Amin, 2005). Table 9 below presents the correlation analysis results:

Table 3

Correlation Results

Variable	1	2	3
1. Grit	1		
2. Meaningful Work	.781**	1	
3. Job Engagement	.706**	.782**	1

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

4.3.1 The relationship between grit and job engagement of medical workers

The first objective of the study was to examine the relationship between grit and job engagement. The results in Table 9 indicate that both grit and job engagement are related ($r = .706^*$, $p < .01$) in a significant way.

This means that if the medical workers have grit then their job engagement also increases.

4.3.2 The relationship between meaningful work and job engagement in medical workers in Uganda

The second objective of the study was to examine the relationship between meaningful work and job engagement in medical workers in Uganda. The results in Table 9 indicate that meaningful work and job engagement are related ($r = .782^*$, $p < .01$) in a significant way.

This means that if the medical workers have meaningful work then their engagement on the job will also be high.

4.4 Regression Analysis Results

In order to ascertain the predictive power and combined effect of the independent variables (grit and meaningful work) on the dependent variable (job engagement), a hierarchical regression was run using SPSS version 26. The results are shown in Table 10.

Table 4: Hierarchical Regression Analysis

Variable	Model 1		Model 2	
	Beta	Std Err.	Beta	Std Err.
Grit	.706	.063	.248**	.085
Meaningful Work			.589**	.080
R	.706		.797	
R Square	.498		.635	
R Square Change	0		.137	
Adjusted R Square	.495		.632	
Std Error of the Estimate	.57553		.49160	
F	200.250		175.173	
Sig.	.000		.000	

Source: primary data

From the table 10 above, Model 1 indicates that grit accounts for 49.8% of job engagement ($R^2 = .498$; $p < .05$). The findings further confirm a positive and significant relationship between grit and job engagement ($\beta = .706$; $p < .05$). this implies that is organizations work towards achieving the grit for their employees, then job engagement will be improved.

The addition of meaningful work into Model 2, reveals 63.5% of variability in job engagement of the health care workers ($R^2 = .635$) which represents an addition of 13.7% ($R^2 \Delta = .137$). The model results also show that there is a significant relationship between meaningful work and job engagement ($\beta = .589$; $p < .05$).

In conclusion, the variables entered in the regression model explain an overall of 63.2% ($\text{AdjR}^2 = .632$) of the variance in job engagement of the health care workers, implying that the remaining 36.8% is explained by factors not considered in this study.

Of the two predictors in the results, the results show that meaningful work has a greater contribution effect on job engagement of the health care workers.

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CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter is organized in five sections. They include discussions in relation to the research objectives. The second section focuses on conclusions while the third section presents recommendations. After this are the proposed areas for further research and finally there are the limitations encountered in carrying out this study.

The study objectives were to establish the relationship between grit and job engagement in medical workers in Uganda, to establish the relationship between meaningful work and job engagement in medical workers in Uganda to find out the combined predictive potential of grit and meaningful work on job engagement among medical workers in Uganda.

5.1 Discussion of the Findings

The findings are hereby discussed in relation to the research objectives. The discussion is presented according to the findings, agreement or contradiction with various scholars.

5.2.1 The relationship between grit and job engagement of medical workers

The first objective of the study was to examine the relationship between grit and job engagement. The results indicate that both grit and job engagement are related in a significant way. This means that if the medical workers have grit then their job engagement also improve. The regression results also show that grit is a significant predictor of job engagement.

This finding is not surprising and in fact it is in agreement with the works of several scholars (Deci et al., 2019; Ahmed, 2016; Cable & Edward 2004; Campbell 2010; and Caldwell, 2017) who

explored the relation between grit and job engagement and found that high grit positively predicts job engagement.

However, there is some little contradiction with Suzuki et al. (2015) who found that there is a moderate correlation between grit and work engagement, as well as contradiction with Singh and Gambhir (2016) who found a low correlation between grit and work engagement, in line with Lucky (2019) who indicated that grit and job engagement had a low correlation.

Grit entails working strenuously toward challenges, maintaining effort and interest over years despite failure, adversity, and plateaus in progress. Grit and job engagement can be critical to a company's success, given their links to job satisfaction and employee morale. In essence, grit manifests in the decision to complete a long-term goal despite the risk of failure and obstacles in the process (Doskoch & Flora, 2005; Moen & Olsen, 2020). A person with grit will be engaged as a result, hence the seeming contradiction among the scholars is only a matter of degree but not of the fact that the two concepts are interrelated.

5.2.2 The relationship between meaningful work and job engagement in medical workers in Uganda

The second objective of the study was to examine the relationship between meaningful work and job engagement in medical workers in Uganda. The results indicate that meaningful work and job engagement are related in a significant way.

This means that if the medical workers have meaningful work, then their engagement on the job will improve. This is also supported by the regression results which show a significant predictive effect of meaningful work on job engagement. In fact, of the two predictors, meaningful work had more predictive power than the other independent variable.

The findings are not surprising and they are amply supported by the works of Deci (2018), Ally and Chaiken (2019) as well as Huntington et al (2017), Sofman (2019) and Modan (2017) who posit that there are many factors that can influence work engagement as a result of meaningful work. These include pay, the perception of the attractiveness of the work, the possibility of both professional and personal development, as well as the level of stress at work.

The search for meaning is one of the most important motivators during the lifespan of a human being. Meaningful work can then imply that a person would also find a sense of harmony and completeness in their occupational environment, hence job engagement (Kim & Allan, 2020; Huffman et al., 2021). When people have a sense of meaning, they will do the work with vigor, dedication and absorption and that is why entities apply clear organizational rules and motivational systems based on achievements in order to make their work more meaningful to employees and hence leading to job engagement.

5.2.3 The predictive potential of grit and meaningful work on job engagement among medical workers in Uganda

In order to ascertain the predictive power and combined effect of the independent variables (grit and meaningful work) on the dependent variable (job engagement), a hierarchical regression was run. The variables entered in the regression model explain an overall of nearly two thirds of the variance in job engagement of the health care workers, implying that the remaining proportion is explained by factors not considered in this study. Of the two predictors in the results, the results show that meaningful work has a greater contribution effect on job engagement of the health care workers.

When these results are looked at in line with the scholarly findings, we discover that literature scarce information relating to grit, meaningful work and job engagement. There hasn't been

literature which examines how grit and meaningful work affects job engagement. Only the works of Archibald (2011) remotely allude to the fact that meaning work creates grit employees which makes them fully engaged into their work. More to that, Ameriks et al (2004) and Allen (2011) indicated that employees may not persevere to work challenges and can't be dedicated and enthusiastic if they don't find their work meaningful. This means that grit and work engagement are dependent to meaningful work.

5.3 Conclusions

The first objective of this study was concerned with the relationship between grit and job engagement in medical workers in Uganda. Results have confirmed that grit is related to job engagement among the health care workers and if grit is improved then job engagement can also be improved, and the same applies to job engagement if grit reduces. Employees with grit are more determined and motivated and therefore more engaged on their jobs.

Objective two was to examine the relationship between meaningful work and job engagement in medical workers in Uganda. meaningful work leads to job engagement. Health care workers by nature of their jobs are charged with preserving the sanctity of human life and they should therefore derive meaning from this job hence leading to higher levels of job engagement. Lack of meaning on the other hand will mean that there will be less job engagement.

More to that and pursuant to the third objective of the study, both grit and meaningful work in combination are the two major factors leading to job engagement among the health care workers in the hospitals in Uganda. other factors may exist but these two are the most important, with meaningful work taking the lead followed by grit.

5.4 Recommendations

From the study findings, discussions and conclusions of the study the following recommendations are made:

5.4.1 Practice

In order to boost the levels of grit, the managers at the hospitals need to deliver specific, actionable feedback. Feedback is an essential part of steering employee growth and cultivating grit. Leaders who give specific, actionable praise—and criticism—ensure that employees know their strengths and opportunities for growth.

Managers in the hospitals can help make health care workers' work more meaningful by giving them the freedom to make choices, opportunities for variety and challenge, giving regular feedback and ensuring that the staff can see things through from start to finish.

5.4.2 Policy

The hospitals should make it a policy that no decision is made affecting employees without first soliciting their input in order to boost their engagement levels.

As a matter of policy, the health care workers should be regularly trained and enabled and motivated to boost their grit levels so that they can work strenuously and unrelentingly toward challenges, maintaining effort and interest over years despite failure, adversity, and plateaus in progress. This can be through use of motivational speakers, motivational talk and cultivating a supportive work environment to the health care workers to build up their sense of grit and in that way boost their job engagement levels. This should be done at least twice every year.

5.5 Limitations to the Study

This study used a cross sectional research design approach, which has some limitation regarding historical trends in the variables.

The study was restricted to the healthcare workers in hospitals, and yet the circumstances might not be the same in other organisational, sectoral or industrial contexts.

The study used a quantitative approach and ignored qualitative aspects that may exist and which might have filled the gaps left by using strictly quantitative methods.

5.6 Areas for further study

- This study implied that job engagement is accounted for by many factors and the two independent variables in this study don't fully explain it, therefore future research should be undertaken to ascertain other factors affecting job engagement which this study has not looked at.
- This same study should be done in another sector as a case study for comparison purposes if the results change in any way when put in a different context. For example, it should be done in government ministries, construction sector, or even in the education sector.
- Future studies should use longitudinal designs unlike this one which used a cross-sectional survey.
- Future studies should consider using a mix of both qualitative and quantitative approaches to the study, given their complementary effect on the findings.
- There hasn't been much past literature which examines how grit and meaningful work affects job engagement. This study hopes to be a foundation in this area but further research needs to be done on the interrelationships among the three variables.

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APPENDIX 1

QUESTIONNAIRE FOR THE MEDICAL WORKERS IN PUBLIC HOSPITALS IN UGANDA

Introduction;

Dear respondent, I am Tusubira Isaac a student at Makerere University Business School. I am pursuing a Master of Human Resource Management. I am carrying out research on GRIT, MEANINGFUL WORK AND JOB ENGAGEMENT OF HEALTHCARE WORKERS IN PUBLIC HOSPITALS OF UGANDA.

You have been identified as a key and valuable respondent in carrying out this research because of your vast and related experience. This research is purely academic. Your responses will be treated with utmost confidentiality and will be purely used for the purpose of this study. It's therefore my humble request to spare part of your valuable time and answer the following questions.

Part I SECTION A: PROFILE OF RESPONDENTS

SECTION A

BACKGROUND INFORMATION (Please tick the response you consider appropriate)

Respondent characteristics

1. Gender

Male	Female
1	2

2. Please indicate Your Age

Less than 30 years	30- 39 years	40-49 years	50 and above
1	2	3	4

3.

Certificate	Diploma	Bachelor's degree	Post graduate diploma	Master's Degree	Any other (please specify)

4. Your length of service in this public hospital Less than 5 years 5-10 years

Less than 5 years	5-10 years	10-15 years	15 and above
1	2	3	4

The hospital specific characteristics (an estimate)

4 How many employees are in this **hospital** (an estimate)?

5 Number of years of operation

Less than 10 years	10 - 20years	21 - 30years	31 and Above
1	2	3	4

6 The **hospital** is financed by

Government	Outside donors	Private company	Others specify
1	2	3	4

SECTION B: JOB ENGAGEMENT

The following section concerns job engagement on three main dimensions: vigor, dedication and absorption. You are requested to reflect on the level of job engagement of medical workers in this hospital and indicate your answer using a 5-point rating scale (1=Strongly disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree) for task Performance.

	Vigor	1	2	3	4	5
1	I strive as hard as I can to complete my work on a daily basis.					
2	I try my hardest to perform well at my work in this hospital.					
3	I work with intensity on my work in this hospital.					
4	I exert a lot of energy on my work in this hospital.					
5	I exert my full effort to my work in this hospital.					
	Dedication	1	2	3	4	5
1	I pay a lot of attention to my work.					

2	I am fully dedicated to my work.					
3	I don't have to look for another job when I still have this work.					
4	I would still work under any threat at my work.					
5	I am committed to work beyond the normal time if patients are still around.					
	Absorption	1	2	3	4	5
1	It is difficult to detach me from my work in this hospital.					
2	I highly concentrate when doing my work in this hospital.					
3	I am always happy with what I do at work in this hospital.					
4	My work enables me to fully utilize my knowledge and skills.					
5	I have found contentment and happiness at my work in this hospital.					
6	I am fully utilizing my unique set of abilities and natural talents to the fullest.					

SECTION C: GRIT

The following section concerns grit on the three main dimensions: inner strength, passion and perseverance. You are requested to reflect on the level of grit at this hospital and indicate your answer using a 5-point rating scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree, 5=Strongly Agree for sharing knowledge.

	Inner strength	1	2	3	4	5
1	I am self-disciplined in doing my work in this hospital					
2	I possess of a strength of mind to do my work in this hospital.					
3	I am always resilient in doing my work in this hospital.					
4	I am assertive in doing my work in this hospital.					
5	I am able to withstand difficulties and obstacles at my work in this hospital.					
	Passion	1	2	3	4	5
1	I feel pleasure while doing my work in this hospital.					
2	I would always want to be fully engaged by my work in this hospital.					
3	I really love what I do in hospital.					

4	I strongly value my work in this hospital.					
5	I am always chasing the next goal with the unwavering belief that I will achieve it.					
	Perseverance	1	2	3	4	5
1	I am always ready to work despite difficulty or delay in achieving success in this hospital.					
2	I am ready to complete projects when there is every possible distraction in this hospital.					
3	I always try again whenever I fail in this hospital.					
4	I always take risks at my work in this hospital.					
5	Build a network of people to support me to better my work in this hospital.					
6	I take resistance from my workmates positively in this hospital.					

SECTION D: MEANINGFUL WORK

The following section concerns Inclusive meaningful work on the three main dimensions: positive meaning, meaning making through work and greater good motivation. You are requested to reflect on the level of meaningful work at this hospital and indicate your answer using a 5-point rating scale (1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree for leadership.

	Positive meaning	1	2	3	4	5
1	I have found a meaningful job in this hospital.					
2	I understand how my work contributes to my life's meaning.					
3	I have a good sense of what makes my job meaningful.					
4	The work I do on this job is worthwhile.					
5	I feel that the work that I do on my job is valuable.					
6	I have discovered work that has a satisfying purpose.					
	Meaning making	1	2	3	4	5
1	I view my work as contributing to my personal growth.					
2	My work helps me better understand myself.					
3	My work helps me make sense of the world around me.					
4	Through my work, I achieve my personal goals and desires.					

5	My job helps me find meaning and purpose in life.					
	Greater good motivation	1	2	3	4	5
1	The work I do serves a greater purpose in this hospital.					
2	I know that the work I do makes a positive difference in the world.					
3	My job makes a valued contribution towards the community					
4	My job makes a greater impact on others.					
5	My work makes a greater difference in the world.					