

The impact of organizational pride on the experienced meaningfulness of work for blue collar jobs

A qualitative study about the proudness of employees towards the organization and its effects on the experienced meaningfulness of work for blue collar jobs.

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Abstract

Meaningful work is a topic that becomes more and more relevant for organizations and employees. Organizations are not only interested in making new employees enthusiastic to come work for the organization, but also to keep employees in the organization. The job that employees do must be more than just a job, the job must be experienced as meaningful. Existing literature argues the positive benefits of meaningful work, but gives no insights about in what way the thoughts and opinions of the employees about aspects in the organization can influence the experienced meaningfulness of work. This research studies a possible new source for experiencing meaningfulness of work. This source is organizational pride. This research studies the impact of organizational pride on experienced meaningfulness of work for employees. In other words, in what way does the pride, of blue collar job's workers, have an impact on the experienced meaningfulness of work. A qualitative study was hold among employees with blue collar jobs at Mars department Veghel. The analysis of the collected data answered the research question 'What is the impact of organizational pride on the experienced meaningfulness of work for workers with blue collar jobs at Mars department Veghel?'

Keywords: experienced meaningfulness of work, organizational pride, blue collar jobs, mechanisms of meaning, Mars department Veghel.

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Chapter 1 introduction

1.1 Introduction project context

The concept meaningful work is a concept that many authors have written about the last decades (Rosso, Dekas, & Wrzesniewski, 2010). Employees do not just want for their work to have for example a high salary, but also for the work to be meaningful (Steger, Dik & Duffy, 2012). The work that employees do, must fulfil the needs of these particular employees, what the individuals think is important to do in their life (Casey, 1995). According to Tilmans and Gunderman (2017, p.1641), *“work can be made meaningful when people see that meaning is not just the salary, but the meaning of the work depends on the nature of the work and how the employees see their work”*. In the literature, there are many authors that describes meaningful work and in this line, authors argues different positive effects of meaningful work (Rosso, Dekas & Wrzesniewski, 2010). The term meaningful itself refers to the amount of significance something holds for an individual (Pratt & Ashforth, 2003). The experience of meaningfulness are different for individuals and depends on what the individual identifies as meaningful. Other employees with the same tasks in their job can experience their work as less meaningful. However, for organizations it is a positive advantage when more individuals experience their work as meaningful (Pratt & Ashforth, 2003). Meaningful work is work that is experienced as particularly significant. Meaningful work has also a more positive meaning for individuals and is not just experienced by reaching a desired goal or purpose that the individual has (Rosso, Dekas & Wrzesniewski, 2010).

According to Rosso et al. (2010), many authors found different factors and sources that influence the meaningfulness of work for individuals. The study of Rosso et al. (2010) argued four sources for meaningfulness of work. These sources are the self, other persons, the work context and spiritual life. This study wants to elaborate on the study of Rosso, Dekas and Wresniewski (2010) through researching organizational pride as a possible other source for experiencing meaningfulness of work. Authors argue that an aspect of meaningful work is pride and meaningful work can be expressed in pride (Britt et al., 2007), but organizational pride as a source for meaningful work has not studied yet.

Authors have studied the relation of pride and a meaningful workplace where community is the central concept. Being part of the community of the organization, the employees are proud to work at the organization and in the end, experience their work as meaningful in a meaningful workplace (Steenkamp et al., 2013). The research of Steenkamp et. al (2013), studies the interaction between community, meaningful workplace and experienced

meaningfulness of work, but the impact of organizational pride on the experienced meaningfulness of work has not been studied before.

Organizational pride contributes to affective commitment of employees towards the organization and motivates people to do more than is expected (Gouthier & Rhein, 2011). Organizational pride is divided in two sub concepts; emotional organizational pride and attitudinal organizational pride (Gouthier & Rhein, 2011). Emotional organizational pride is a positive performance related emotion. Attitudinal organizational pride describes the concept pride as an attitude and argues that this type of pride is experienced through an evaluation of a person or an object (Eagly & Chaiken, 1998). Emotional organizational pride has a positive impact on attitudinal organizational pride (Gouthier & Rhein, 2011). Besides that, Gouthier and Rhein (2011) have also found that the two types of organizational pride have positive effects on employee behaviour.

The impact of organizational pride on experienced meaningfulness of work is interesting to study to make a contribution to the existing literature of meaningful work about which sources have influence on the experienced meaningfulness of work. At lot of organizations in the Netherlands have problems to hire staff and keep employees in their organization for all types of jobs (AD, 2018; NU.nl, 2018). Experienced meaningfulness of work has a positive impact on retention of the employees in the organization (Geldenhuys, Laba & Venter, 2014). This study gives a new insight in how pride for the organization can influence the experienced meaningfulness of work, focused on employees with blue collar jobs. So in other words, this study does not give practical recommendations to keep employees in the organization, but gives insights how the thoughts of employees with blue collar jobs about the organization can affect the way they experience their work.

In this study is chosen to research a particular group of employees in the organization in order to get a deeper insight in how this particular group experiences their work as meaningful through organizational pride. This study focuses on employees with blue collar jobs. The jobs of blue collar workers have a high physical labour component that is managed by supervisors or mechanical control. Blue collar workers are often workers with low ranked positions in the organization (Lucas & Buzzanel, 2004). In other words, employees with blue collar jobs make products or services that the organization sells to other businesses or consumers. In the literature, the impact of organizational pride on the experienced meaningfulness of work for blue collar jobs is not studied so far. It is interesting to study in which way employees, with blue collar jobs, are proud of their organization. An aspect that also is interesting to study is

how the organizational pride of the employees with blue collar jobs, has an effect on the experienced meaningfulness of work despite that employees with blue collar jobs, in general have a low position in the organization and are often controlled and managed by supervisors (Lucas & Buzzanel, 2004).

Data was collected in an organization to study the impact of organizational pride on experienced meaningfulness of work. The organization which is involved is Mars department Veghel. The organization is interested in what way employees with blue collar jobs at Mars Veghel are proud of their work. Mars Veghel is also interested in studying the impact of organizational pride on meaningful work among employees with blue collar jobs. At the end of this study, Mars Veghel receives recommendations about in which way organizational pride has an impact on the experienced meaningfulness of work for workers with blue collar jobs.

1.2 Research aim

The aim of this study is to gain insight in the impact of organizational pride on experienced meaningfulness of work through studying the case of employees with blue collar jobs at Mars department Veghel. This study is an extension of the study of Rosso et al. (2010), whereas another possible source for experienced meaningfulness of work is studied.

1.3 Research Question

To achieve the goal of this study the research question is defined as: ‘What is the impact of organizational pride on the experienced meaningfulness of work for workers with blue collar jobs at Mars department Veghel?’ To give a clear answer to the research question, two sub questions are defined.

- *To what extent do employees with blue collar jobs feel proud to work for Mars Veghel?*
- *To what extent do employees with blue collar jobs at Mars department Veghel experience their work as meaningful?*

1.4 Approach

This master thesis is a qualitative, theory oriented study. Through this study, more in-depth knowledge is collected about the way employees with blue collar jobs feel pride towards the organization and experience their work as meaningful. This study is a deductive research, because concepts are used that were already defined in theories in the literature. Analysing the data of this study, a conclusion can be provided about the impact of organizational pride on

the experienced meaningfulness of work. For this study a qualitative study is chosen to get a deeper insight of how employees with blue collar jobs are thinking about the organization, their work and the meaningfulness of their work. The data is collected through interviewing blue collar employees and analysing working documents. The case that is used to collect data is Mars department Veghel.

Mars is a world-wide company which is known around the world for its famous brands like: Twix, Celebrations, Mars, Snickers, Bounty and so on. The international head department of Mars is located in Virginia. Mars Nederland has two departments. The department Veghel produces the different chocolate bars and other chocolate products like Celebrations or Snickers Bites. Mars Veghel is one of the biggest chocolate factories in the world. The factory is in progress 24/7, while not every line is used the whole week through shifting supply. The sales department of Mars Nederland is also located in Veghel. The sales department is responsible for the sales of the Mars products at the Dutch market and the export to other countries. The factory exists for more than 60 years. Mars department Veghel not only produces chocolates for the Dutch market, but also for other countries. Besides that, the factory also makes semi-finished products like roasted peanuts for other factories of Mars (Appendix 8- conversation report). Mars Veghel has a lot of production employees on the work floor. Around 600 people work in the factory in three shifts a day. About 20 percent of the workers are hired by employment agencies. The other 80 percent has a permanent contract at Mars. A lot of employees are working at Mars for a long time. The P&O department argues that employees stay a long time working at Mars, because of the good working conditions that Mars offers. Working conditions are not only a good salary, but also for example tasty food in the canteen of the factory or payed breaks (Appendix 8-conversation report).

1.5 Relevance

So far, literature did not study the impact of organizational pride on the experienced meaningfulness of work for blue collar jobs. By studying the impact of organizational pride on the experienced meaningfulness of work for blue collar jobs, a contribution is made to the literature about in which way organizational pride has an effect on the experienced meaningfulness in work for blue collar jobs.

The contribution of this study for Mars Veghel is to give insights in how employees with blue collar jobs experience their work as meaningful and what the impact is of organizational pride on the experienced meaningfulness of work for employees with blue collar jobs at Mars Veghel. The analysis of the data gives an insight in how the employees

with blue collar jobs are thinking about the organization, in which way they are proud of the organization and in which way they experience their work as meaningful. In general for organizations, this study gives an insight about the impact of organizational pride on experienced meaningfulness of work for employees with blue collar jobs.

The contribution for society is that this study gives new insights on meaningful work for blue collar jobs, organizational pride, and in the end the impact of organizational pride on the experienced meaningfulness of work. In other words, given the results of this research, organizations get insights in what the effect is of organizational pride among employees and their experienced meaningfulness of work. Given the results of this research, organizations can decide to invest in the organizational pride among employees. Experiencing work as meaningful gives a decline in absenteeism (Steger et al., 2012), a decline in burnouts among employees (Fairlie, 2011) and in general, a greater employee well-being (Allan et al., 2018)

1.6 Outline of the report

The remainder of this master thesis consists of five chapters. Chapter one is this introduction of the topic above. Chapter two discusses relevant literature of the two central concepts in the study, meaningful work and organizational pride. After discussing the literature, the conceptual model of this study is presented. Chapter three explains the research method of this study and how the data is collected. Chapter four discusses the results and gives answers on the research questions. Chapter five includes the conclusion and the discussion of this study. The conclusion summarises the answer to the main question and give recommendations for the company. The discussion part discusses the methodological reflection and the role of the researcher. Lastly, recommendations will be given for future research, practice and Mars department Veghel.

Chapter 2 theoretical background

This chapter gives an insight in the theoretical background of this study. The main concepts that are defined in this study are organizational pride and meaningful work. First, the differences between meaningfulness and meaning are explained. After that, the concepts of meaningful work and organizational pride are discussed. At the end, the conceptual model is presented using the different theories that will be discussed in this chapter.

2.1 Meaningfulness vs meaning

To provide a clear definition of meaningful work it is first important to know what in the literature is understood as meaningful and meaning. Literature of meaningful work uses both meaning and meaningful to describe meaningful work (Pratt & Ashforth, 2003).

Meaningfulness of work is reached when the employees who do the job perceive their work as purposeful and significant (Oldham & Hackman, 2010). Meaningfulness is not a fixed identity of a particular job, it is necessarily subjective and differ among individuals, social groups and over time (Pratt & Ashforth, 2003). Any task, job or organization can be experienced as meaningful through the employees with the right type of employees and the right type of working conditions (Ashforth, Kreiner & Chidaushe, 2006). In other words, meaningfulness is an aspect that is subjective and any task, job or organization can be meaningful when the individuals in that particular job and organization experience their tasks and jobs as meaningful. Meaningfulness offers a broader view with questions about why am I here? (Pratt & Ashforth, 2003). Meaning refers to the output of having made sense of something, where the work for the individual stands for. For example the work that the individual does stands for a high paid salary (Pratt & Ashforth, 2003; Rosso et al., 2010). A meaning given to something does not have to mean that ‘something’ is meaningful (Pratt & Ashforth, 2003). So for example, the work that the individual does, which pays a high salary, is the meaning why the individual does the job, but that is not the aspect what makes the work necessarily meaningful. Meaning refers to the meaning of work itself and meaningfulness refers to how much significance is given to the work (Rosso et al., 2010).

Individuals have different thoughts about how they experience their work as meaningful. The organization can shape and facilitate this thoughts, but cannot impose. The identity of the different individuals underlies the thoughts about the experienced meaningfulness of work. The identity of individuals is influenced by the tasks the individuals have in their job, what the organization can influence and how the individuals are connected in relations with other individuals and groups. Answering the question ‘Who Am I?’ gives

insights in the identity of the individual (Pratt & Ashforth, 2003). The study of Pratt and Ashforth (2003) discusses three aspects which influence the thoughts of the individuals according to the experienced meaningfulness of work. First, individuals experience meaningfulness by identifying themselves with roles and memberships of groups. Second, these integrations are dynamic and ongoing. Others can influence the way individuals see their work as meaningful. The last assumption is that identities and organizations are complex and integrated. Identity and meaningfulness cannot be seen as separate. Individuals experience meaningfulness by being able to identify with roles and tasks who are present in the organization (Pratt & Ashforth, 2003). So, the organization can influence the experienced meaningfulness of work, but it is always an ongoing dynamic process that differs among individuals.

2.2 Meaningful work

The literature about meaningful work gives different descriptions for this concept. According to Hackman and Oldham (1976, p.162), meaningful work refers to *“the degree to which the employees experience their work as one which is generally meaningful, valuable and worthwhile”*. Rosso et al. (2010) see meaningful work as work that is significant for the individual and has also a positive valence for the individual by doing a particular job. Meaningful work go further than the meaning of work for individuals. *“Work can be made more or less meaningful when people see that meaning is not correlated with the salary, or vacation time. Meaning depends on at least two factors: the nature of the work itself and how the employees perceives it”* (Tilmans & Gunderman, 2017, p.1641).

These different definitions of meaningful work make a distinction between organizations and employees. The focus of this study is on the employee side of meaningful work. The focus of this study is on meaningful work and on how experience employees their work as meaningful. Steger, Dik and Duffy (2012) argue that even in research in which specified measures of meaningful work have been used to conduct research, the used definition of meaningful work is not explained clearly, nor the correspondence of measures to definitions. *“Identifying factors that have a positive impact on meaningful work is difficult when potential causes are viewed as alternative measures”* (Steger, Dik &Duffy, 2012, p.3).

This research follows the definition of meaningful work that is used in the research of Steger, Dik and Duffy (2012), because the authors focus on the experienced meaningfulness of work for the individual and in this line, the study of Steger, Dik and Duffy found three underlying facets of experienced meaningfulness of work for individuals. With the definition

of meaningful work of the study of Steger, Dik and Duffy (2012), this study can focus on the individual experienced meaningfulness of work.

2.2.1 Facets of meaningful work

Meaningful work is conceptualized as consisting of three primary facets and is tested in the study of Steger, Dik and Duffy (2012). The first facet is positive meaning in work. Positive meaning in work is based on the idea of psychological meaningfulness (Oldham & Hackman, 2010). Meaningful work can be seen as subjective, individuals experience their work and jobs in a different way, not as a fixed aspect (Rosso et al., 2010). Positive meaning gives insights about the thoughts the employees have about their work as meaningful and in what way the employees see their work as work that actually matters (Steger et al., 2012). Positive meaning of work is translated in meaningful career, work contributing to the meaning of life for the individual, a sense of what makes the job meaningful, and work that has satisfying purposes (Steger et al., 2010; Steger et al., 2012).

The second facet of meaningful work is meaning making through work. For many individuals has work a great value in life (Steger & Dik, 2010). Work could be experienced as meaningful when the work contributes to the meaning in life for an individual (Steger & Dik, 2009). Meaningful work can help individuals providing a better self-image and meaningful work can contribute to personal growth and development (Steger & Dik, 2010). Meaning making through work gives insights in how the work of the individuals influence the life context of the individuals (Steger et al., 2012). Meaning making through work is tested with questions about personal growth, the positive impact of work and about understanding yourself and the world around you better by the work that you as an individual do (Steger et al., 2012).

The last facet that is distinguished is greater good motivations. The experience of meaningful work connects with the desire to make a positive impact on the greater good and not just for yourself as an individual (Grant, 2007). Rosso et al. (2010) called this facet inclusion of other-directed action in meaningful work. This facet presents work as meaningful while it has a broader impact, not just on yourself as an individual, but also on others (Steger et al., 2012). The greater good motivations are translated in two subscales; the work of the individual makes a positive difference in the world and the work that the individual do, serves a greater purpose (Steger et al., 2012).

2.3 Pride and organizational pride

Before an explanation can be given about what organizational pride can do for employees in organizations, first the concept pride and in line with this, the concept organizational pride needs to be defined.

Tracy and Robins (2007) argue that pride is the most important human emotion for motivating social behaviour. The most meaningful achievements that we feel as individuals gives the individuals also the feeling of pride (Tracy & Robins, 2007a). Overall, the concept pride can be seen as an emotion that consists of two parts: authentic pride and hubristic pride (Tracy & Robins, 2004). Authentic pride is a result of successful behaviour and has a positive impact on the self-respect. On the other hand, hubristic pride is a result of thinking that you as an individual are better than other persons. Hubristic pride is positively related to narcissism (Tracy & Robins, 2007a; Tracy et al., 2014). In this line, Williams & Desteno (2008) argue that the pride of individuals have motivational and behavioural consequences that go further than the generalized effect.

Organizational pride contributes to affective commitment of employees towards the organization and motivates people to do more than is expected from them in the job that they do (Gouthier & Rhein, 2011). Organizational pride contributes to affective commitment of employees towards the organization (Katzenbach, 2003). Examples of affective commitment towards the organization are working harder, taking initiative in projects and finding solutions for obstructions in their work (Katzenbach, 2003). Organizational pride is a positive emotion that is related to performance (Gouthier & Rhein, 2011).

Gouthier and Rhein (2011) argue that there are two types of organizational pride that are different, but cannot be seen as independent. These types are emotional organizational pride and attitudinal organizational pride. This research follows the definition of organizational pride of Gouthier and Rhein (2011), because in their study a clear distinction is made between the two types of organizational pride and besides that, the study of Gouthier and Rhein (2011) also provides clear indicators for studying the pride employees have for the organization.

Emotional organizational pride is characterized by the strong need for connection towards the organization as an individual (Gold, 1982). Attitudinal organizational pride refers to organizational pride as an attitude and not as an emotion. Attitudinal organizational pride is based on the evaluation an individual make about persons or objects in their environment

(Eagly & Chaiken, 1998; CHA, 2004). Attitudinal pride is stable and not dependent on single events (Ajzen, 2001). In other words, individuals make comparisons about the thoughts they have and what actual persons or objects do. These thoughts are not dependent on single events, but dependent about the whole image an individual has around persons or objects.

Emotional organizational pride can be described as a short time experience that is intensive and self-contained (Fisher & Ashkanasy, 2000). The emotion for pride is stimulated by a particular object or event (Basch & Fisher, 1998), outside the individual (Gouthier & Rhein, 2011). Employees can be proud of the achievements of their colleagues, their working group or the company in general and in this line develop organizational pride emotions. Big events or performances of the organization and employees in the organization are needed to encounter this type of pride (Gouthier & Rhein, 2011). In other words, employees can experience organizational pride emotions based on the performance of persons or objects. Employees also experience pride emotions by successful achievements of the organization, where the individual does not necessarily has to be involved and has contributed to this achievement (Tracy, Shariff, & Cheng, 2010). Experiencing emotional organizational pride is triggered by a comparison between the actual achievements of the company and the expectations that the employees have about how the organization must fulfil their tasks (Eccles & Wigfield, 2002). A positive impact of emotional organizational pride is reached when the individual employee experience the achievements of the organization as a success (Elfenbein, 2007) and when the employees feel a strong connection or have a desire for a strong connection with the organization they work for (Gold, 1982). As mentioned before, one characteristic of emotional organizational pride is that the duration of this emotion is relatively short (Fisher & Ashkanasy, 2000). The organizational pride emotions in the workplace can be experienced repeatedly (Gouthier & Rhein, 2011).

Attitudinal organizational pride defines organizational pride not as an emotion, but as an attitude. This type of pride is due to employee group membership (Arnett & Laverie, 2002). Attitudes are psychological tendencies that are a result of an overall evaluation of a person or an object (Eagly & Chaiken, 1998). The attitude theory mentions organizations as potential attitude objects (Ajzen, 2005), for which a requirement is that individuals feel a strong commitment towards the organization (Gouthier & Rhein, 2011). Attitudinal organizational pride has a more general and durable state than emotional organizational pride and the evaluation is not based on a single achievement (Gouthier & Rhein, 2011). Attitudinal organizational pride cannot be seen as an emotion, but this type of pride needs a more general

and in-depth understanding of the organization. Attitudinal organizational pride is reached through an individual evaluation of the organization and the affection of the individual towards the organization (Gouthier & Rhein, 2011). Attitudes are results of the experiences of the individuals, with a learnable and durable state (Fairfield & Wagner, 2004). Individuals have attitudes towards a lot of objects and persons which individuals helps to develop an inner pride that is quite stable for their own job, colleagues and after all, for the organization the individuals work (CHA, 2004). In other words, individuals experience attitudinal organizational pride towards the organization by developing an in-depth understanding of the organization and evaluate different experiences, persons and objects in the organization to form an inner pride.

The two different types of pride are different concepts, but are connected with each other. The two different types cannot be seen as an separate aspect. Emotional organizational pride and attitudinal organizational pride both have influence in which way the employees are proud of the organization (Gouthier & Rhein, 2011). In the study of Gouthier and Rhein (2011) the hypothesis “organizational pride emotions have a positive influence on attitudinal organizational pride” is tested and accepted.

2.3.1 Effects of organizational pride

Pride in organizations motivates employees more to be involved with the organization than for example a high salary. Pride for the organization contributes to the responsibility that employees feel towards the organization. Employees that are proud of the organization also contribute to a strategic advantage for the organization and lastly, the pride that employees have for the organization also contributes to a higher level of performance (Katzenbach, 2003).

When an organization mentions organizational pride as an important topic in the organization, it can lead to respect of employees towards the organization (Katzenbach, 2003). When employees feel pride for the organization, employees show more commitment towards the organization (Tyler & Blader, 2002). Organizational pride can also lead to employees that who do more than is expected of them in their job and the tasks they do. After all, employees take the norms and values of the organization very seriously (Katzenbach, 2003). Organizational pride can be seen as a motivator that fosters cooperation and brings advantages for the whole organization and all the employees. Organizational pride contributes to a good and respectful collaboration with other respected colleagues, and in the end organizational pride contributes to a better team performance (Katzenbach, 2003).

Organizational pride shows the specific employees perceptions and experiences towards the organization and presents also that employees are competent and positive in the eyes of others (Nouri, Danaeifrad, & Forouzandeh, 2017).

In summary, emotional organizational pride is a short tem emotion that individuals encounter, attitudinal organizational pride is not an emotion, but an attitude and has a more durable state. The definition that is used in this study for organizational pride, based on Gouthier and Rhein (2011), is “contributing to affective commitment of employees towards the organization and motivating people to do more than is expected”.

2.4 Mechanisms of meaning

The two central concepts of this study, experienced meaningfulness of work and organizational pride, have both been explained in the sections above. This study researches organizational pride as a new source in line with the explored sources of the study of Rosso, Dekas and Wrezneski (2010). Authors argued that there is need for mechanisms. These mechanisms enable that the different sources can have an impact on the experienced meaningfulness of work (Rosso et al., 2010). In general, mechanisms are the processes that ensures a relationship between two variables. Mechanisms enable that one variable can have an effect on the other variable (Stinchcombe, 1991).

The study of Rosso et al. (2010) reviews seven mechanisms of meaning. Authenticity, self-efficacy, self-esteem, purpose, belongingness, transcendence and cultural and interpersonal sense making are the seven mechanisms that Rosso et al. (2010) studied. This study selected authenticity and self-efficacy as the two mechanisms that are important, because the focus of this study is on meaningfulness of work and not on the meaning of work. Four other mechanisms focus more on meaning, which is not relevant for this study. The last mechanism purpose that focuses on meaningfulness has a lot in common with an indicator of experienced meaningfulness of work. The researcher decided not to select the indicator purpose. The researcher chose also the mechanisms authenticity and self-efficacy, because these mechanisms focus on aspects that are directly related with the organization. Authenticity and self-efficacy presents how the individuals in the organization have the opportunity to make themselves heard (Rosso et al., 2010). This study researches if, and how, organizational pride activates the two selected mechanisms of meaning in order to have an effect on the experienced meaningfulness of work.

The first mechanism that is used is authenticity. “*Authenticity can be defined as a sense of coherence or alignment between one’s behaviour of the ‘true’ self*” (Rosso et al., 2010, p.108). Authenticity is a motive what people use to develop their true self (Shamir, 1991) and helps them to order their lives (Gecas, 1991). The research of Rosso et al. (2010) argues that authenticity is a mechanism of meaning, because authenticity gives the individual the opportunity to use attitudes, beliefs, values and identities in their work when the individuals need it (Shamir, 1991). Authors define different forms of authenticity mechanisms (Rosso et al., 2010). In this study is chosen to use personal engagement. Personal engagement creates meaningfulness of work through actually doing the job. Experience the job and tasks, enact with the organization where the individual is working for and develop themselves (Deci & Ryan, 1985; Kahn, 1990; Britt, Adler & Bartone, 2001; Spreitzer, Sutcliff, Dutton, Sonenshein & Grant, 2005). The researcher decided to work with personal engagement for the indicator authenticity, because this study focuses on blue collar job employees. Blue collar workers are people who do a lot of physical labour (Lucas & Buzzanel, 2004), so they are actually doing a job. Personal engagement gives the researcher a better understanding of how the employees with blue collar jobs experience their work as meaningful by the work itself (Rosso et al., 2010).

The second mechanism that is used that explains a way how work can become meaningful is self-efficacy. Self-efficacy is explained in the literature that individuals believe that they as an individual have the competence, power and ability to make a difference or make a change in the organization they work for (Bandura, 1977; Baumeister & Vohs, 2002). Individuals have faith in themselves and feel that they have competence to have control and have the opportunity to change aspects in the organization as an individual (Baumeister & Vohs, 2002; Gecas, 1991). The study of Rosso et al. (2010) defines three types of self-efficacy mechanisms (Rosso et al., 2010). Because this study researches the impact of organizational pride on experienced meaningfulness of work for employees with blue collar jobs, autonomy in the work domain is used. Employees with blue collar jobs have low autonomy and are managed by other employees (Lucas & Buzzanel, 2004). Literature argues that individuals want to have a free choice, more control, autonomy and in the end manage their own activities (Baumeister, 1998; Deci, 1975).

2.5 Blue Collar Jobs

The researcher has chosen to study a particular group of workers in the organization to get a deeper insight in how this particular group experiences its work as meaningful through

organizational pride. The researcher selected employees in the organization with blue collar jobs to study in the organization. Literature defines three types of jobs (Gibson & Papa, 2000). The jobs of blue-collar workers are characterized by physical work. Blue collar jobs are jobs with a low position in the organization on a low hierarchical level (Lucas & Buzzanel, 2004). The difference between blue-collar jobs and white-collar jobs is that white-collar jobs focus on knowledge work and management of employees, with a low character of physical work and a higher hierarchical level with more opportunities to grow as an individual (Ansberry, 2003; Gibson & Papa, 2000). The difference of blue-collar jobs and pink-collar jobs is that pink-collar jobs do not focusses on physical labour as well, but focuses on work that is service oriented for patients or customers (Gibson & Papa, 2000). This study focusses on employees with blue collar jobs to see how this type of workers in the organization are dealing with the concept organizational pride, the experiencing of their work as meaningful and the possible impact of organizational pride on the experienced meaningfulness of work. The insights of this research are therefore only dedicated to blue collar jobs.

2.6 Conceptual model

The conceptual model is shown in Figure 1. The study of Gouthier and Rhein (2011) tested hypotheses of organisational pride and its positive effects on employee behaviour. The authors found that organizational pride emotions (short- life) have a positive influence on attitudinal organizational pride (long-life). Besides that, the scholars also found that organizational pride emotions have a positive influence on the commitment of the employees. Attitudinal organizational pride has a positive influence on the commitment of the employees (Gouthier & Rhein, 2011).

The concept experienced meaningfulness of work used the study of Steger, Dik and Duffy (2012), which identified three key facets of experienced meaningfulness of work. Two mechanisms of the seven mechanism of meaning explored by the study of Rosso, Dekas and Wrzeniewski (2010) are used in this study to research the impact of organizational pride on the experienced meaningfulness of work. The mechanisms of meaning are used to research the relationship between organizational pride and experienced meaningfulness of work. The pride that employees have for the organization ensures the level of the two mechanism of meaning, authenticity and self- efficacy.

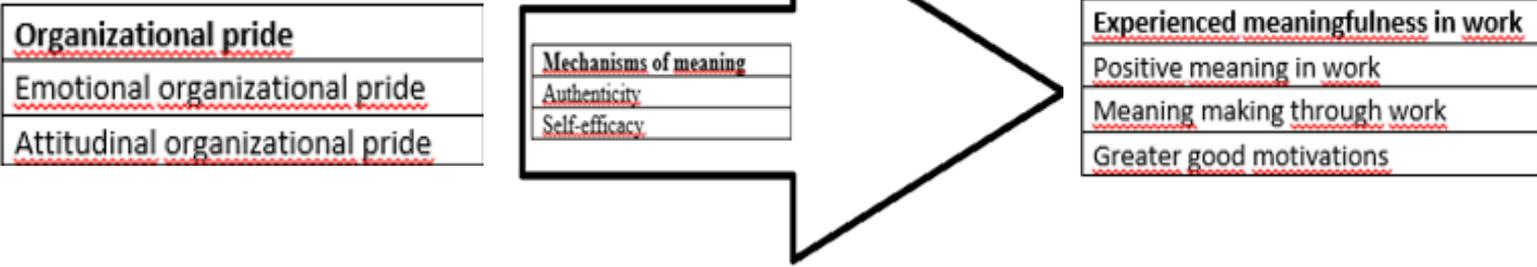


Figure 1. Conceptual model

Chapter 3 Methodology

This chapter will give insights in how the data for this study was collected and analysed. The following aspects will be discussed in this chapter. First the method and the research design of the study are explained. After that the data gathering and data analysing of this study is discussed. The last topic of this chapter entails the quality of this study and the ethical research practice.

3.1 Method

The purpose of this study was to gain insight in the impact of organizational pride on experienced meaningfulness of work through studying the case of blue collar jobs employees at Mars Veghel. This study was an extension of the study of Rosso et al. (2010), who described four sources for experienced meaningfulness of work.

This study researched organizational pride as a source for experienced meaningfulness of work. Two of the seven mechanisms distinguished by Rosso et al. (2010) were used to research the contribution of organizational pride on the experienced meaningfulness of work. The concept experienced meaningfulness of work was defined according to the article of Steger, Dik and Duffy (2012). The concept organizational pride was defined according to the article of Gouthier and Rhein (2011).

Since this study elaborates on an already existing theory and used concepts that were already defined in the literature, this study was a theory oriented, deductive research which provides a contribution to the existing literature about the experienced meaningfulness of work. This study was conducted in a qualitative manner. According to Yin (2014), a qualitative study studies the views and perspectives of people in the study. The main purpose of a qualitative study is studying the meaning of peoples' lives performed in their everyday roles and get an understanding of their perspectives. In this study, the impact of organizational pride on the experienced meaningfulness of work for blue collar jobs is studied by interviewing respondents about aspects and tasks of their jobs and their thoughts of the organization they work for.

To collect the different insights of the employees about the way they experience their work as meaningful and the way the employees feel pride for the organization, a qualitative study is needed. A qualitative study was the best way to conduct this study, in order to get deeper insights about how blue collar jobs' employees experience the meaningfulness of their work, the pride they feel for the organization and what the impact is of organizational pride on the experienced meaningfulness of work for employees with blue collar jobs at Mars Veghel.

Employees can explain their stories and their opinion about the meaningfulness of work and the pride they feel for the organization they work for.

The data of this study is collected at Mars department Veghel. Department Veghel of Mars is one of the biggest factories of Mars (Mars, 2019). Mars Veghel is a useful organization to study, because the organization counts a lot of employees with blue collar jobs. Most of the employees with blue collar jobs have been working at Mars Veghel for a long time. This given aspect is also important for this study since the interview questions are dealing with organizational pride and a good understanding of the organization. Mars is a family company and thinks that it important that employees are proud of the organization. Mars wants that the pride of the family and the management influences the other employees in the organization. Besides this, the organization faces the challenge to make the production more efficient and faster.

The management of Mars was curious about in what way blue collar workers are proud to work for Mars. Besides this, the organization wanted to participate in the research of studying the impact of organizational pride on the experienced meaningfulness of work (Appendix 8- conversation report). This study gives Mars new insights and knowledge about the impact of organizational pride on experienced meaningfulness of work.

3.2 Research design

A single case study is chosen to give in-depth insights of how employees of Mars with blue collar jobs experience their work as meaningful and the extent to which the employees feel pride for the organization. According to Yin (2013, p.17), “*a case study investigates in-depth a contemporary phenomenon within the real-life context of this phenomenon. The boundaries between phenomenon and context are not clearly visible*”. In other words, a single case study focuses on how a contemporary phenomenon acts and reacts in a real-life context. Yin (2013) argued that analysing a case in-depth gives the researcher the opportunity to find interesting, different and surprising effects of the relation (Yin, 2013). A single case study gives the opportunity to see what the impact is of organizational pride on experienced meaningfulness of work according the three mechanisms of Rosso et al. (2010).

To collect data for this qualitative research, the researcher has chosen in-depth interviews as research method. In-depth interviews will resemble guided conversations with a fluid stream of questions (Rubin & Rubin, 2011). By interviewing employees in the organization and asking questions about in which way they are proud of the organization and

in which way they experience their work as meaningful, the researcher gets an in-depth insight in the way of thinking of the employees according to the central topics in this study.

Semi-structured interviews were conducted for this study. Semi-structured interviews contain questions that are formulated before the interviews (Bleijenbergh, 2015). The order of the questions is decided before the interviews, but during the interviews the order can change (Bleijenbergh, 2015). For example, the interviewee can give answers on questions that need another follow-up question than the order of the questions.

By preparing interview questions before the interviews, the researcher is able to ask all the respondents the same questions and collect data on the topics that the researcher wants to study (Bleijenbergh, 2015). In order to do semi-structured interviews, the researcher made an interview guide (Appendix 4- Interview protocol version 3-Nederlands). In the interview guide the questions are set out through the operationalization of the concepts based on the literature. The final version of the interview protocol is presented in appendix 5.

In this study was chosen to interview blue collar jobs employees at Mars, because it was interesting to see how workers with blue-collar jobs were dealing with organizational pride and how these employees experience their work as meaningful. As mentioned before, blue collar workers have low regulatory capacity and are controlled and managed through management or controlling mechanisms (Lucas & Buzzanel, 2004). This study was interested in how this type of workers are dealing with organizational pride and to what extent they experience their work as meaningful.

Twelve employees of the different divisions of the factory were interviewed. In the factory, there are four divisions. All the divisions have multiple production lines that make different Mars products or half fabricates as ingredients for the Mars products (Appendix 8-conversation report). To collect an overall insight of the way of thinking of the blue collar employees, the researcher interviews employees of all the lines and divisions. Most of the lines are used the whole day. Therefore, the researcher also chose to interview employees in the different shifts during the day. The employees that are interviewed are workers that usually work on the same line, doing the same repetitive work, but have also one or two others lines where they sometimes work when it is needed. The respondents had a free choice to participate in the interview and were informed before the interview about the goal of the interview. After twelve interviews, the interviewer did not receive any new information of the respondents and decided to stop collecting data. The length of the interviews was not very

homogenous, the first interview was very short, because the interviewer did not comment enough on the answers given by the respondent. Overall, the duration of the interviews was generally between 50 minutes and one hour.

Respondent	Line of the respondent	Duration of the interview
Respondent 1	Line 3	36.26
Respondent 2	Expedition Hal E half fabricate	41.28
Respondent 3	Line 1	55.10
Respondent 4	Line 4	64.29
Respondent 5	Line 9	59.31
Respondent 6	Half fabricate peanuts	64.07
Respondent 7	Line 6	53.04
Respondent 8	Line 1	50.36
Respondent 9	Half fabricate peanuts	46.46
Respondent 10	Line 1	63.49
Respondent 11	Line 4	55.36
Respondent 12	Line 9	67.41

Table 1. Respondents, their first line where they work and duration of the interviews

3.3 Operationalization

In order to conduct the research, the concepts organizational pride, experienced meaningfulness of work and the mechanisms of meaning are operationalized. The operationalization of the two concepts is added in appendix 1- operationalization. The interview questions are made in line with the literature and the operationalized theoretical concepts. The interview guide with the interview questions is the guideline during the interviews and the final version of this interview guide is added in appendix 5.

3.3.1 Operationalization organizational pride

The operational definition of organizational pride in this thesis was “contributing to affective commitment of the employees, with blue-collar jobs at Mars department Veghel, towards the organization and motivating the employees to do more than is expected”. The concept organizational pride was operationalized using the theory of Gouthier and Rhein (2011), who defined organizational pride as emotional organizational pride and attitudinal organizational pride.

3.3.2 Operationalization experienced meaningfulness of work

The operational definition of experienced meaningfulness of work in this thesis was “work that has a positive meaning and makes work meaning with serves a greater purpose for

employees with blue collar jobs at Mars department Veghel”. The concept experienced meaningfulness of work was operationalized using the theory of Steger, Dik and Duffy (2012). Their study found three key facets of experiencing meaningfulness of work. These three key facets, positive meaning in work, meaning making through work and greater good motivations (Steger et al., 2012) are used in this study to research in what extent experience the blue collar workers at Mars their work as meaningful.

3.3.3 Operationalization mechanisms of meaning

The operational definition of mechanisms of meaning in this thesis was “processes that underlie the relationship between two variables.” The mechanisms of meaning were operationalized by using the study of Rosso, Dekas and Wrzeniwski (2010). This study reviewed seven mechanisms of meaning. The researcher chose to use two of the seven mechanisms and selected also one version of these two mechanisms. The mechanisms that were selected were: authenticity- personal engagement, self-efficacy- autonomy.

3.4 Data analysis

Hair et al. (2015) see qualitative data analyses as identifying, examining, comparing and interpreting patterns of the collected data. As mentioned above, this study was a deductive study. A deductive study uses theoretical concepts that are already existing in the literature for analysing the data (Bleijenbergh, 2015). The interviews of this study were recorded and transcribed. To analyse the interviews of this study, template analysis is used. “*Template analysis is a style of thematic analysis that balances a relatively high degree of structure in the process of analysing textual data with the flexibility to adapt it to the needs of a particular study*” (Symon & Cassell, 2012, p. 426). In other words, with using a template analysis, the researcher has the opportunity to mark data as not distinguished in the literature before. Template analysis gives the opportunity to analyse data in a deductive and inductive manner. Template analysis develops a coding template with themes and codes. The defined codes and themes are used for answering the research question of the study. After defining codes and themes, the codes and themes can be organised together in order to produce codes with more general information (Symon & Cassell, 2012). The initial coding template is based on the operationalization of the theoretical concepts organizational pride, experienced meaningfulness of work and the three mechanisms of meaning. Appendix 6 contains the initial template, appendix 7 contains the final template.

3.5 Quality criteria

To ensure that a qualitative research has a sufficient level, Guba and Lincoln (1989) described four assessment criteria for qualitative research. The criteria credibility, transferability, dependability and confirmability are all discussed in the next paragraphs.

The criterion credibility refers to “*rather than trying to find a best fit between interpretation and reality, the researcher tries to demonstrate a good fit between constructed realities of respondents and the reconstructions attributed to them*” (Guba & Lincoln, 1989 p. 237). Credibility is reached when the theoretical concepts and the founded phenomena are accurately written down, worked out and explained (Symon & Cassell, 2012). In this study credibility is reached through prolonged engagement (Symon & Cassell, 2012). The researcher has spent more time at Mars than just the time that was needed for the interviews. Before the interviews, the researcher talked with several people in the organization, (see Appendix 8- conversation report) and observed in the factory to get a deeper insight about the way of working in the organization. The criterion credibility is also reached through discussing data and ways of analysing and interpreting data with fellow students and the supervisor of this thesis. Through peer debriefing, the researcher has the opportunity to ask for help when the researcher faces some challenges (Symon & Cassell, 2012). The researcher used an interview diary to keep up initial constructions and the researcher’s thoughts and developments of understandings (Symon & Cassell, 2012). Also surprising answers of participants were written down. In appendix 13, the interview diary of the interviewer is added. Finally, credibility can be reached through member checking. With member checking, the respondents check the transcripts of the interviews and give permission to analyse the data (Symon & Cassell, 2012). In this study, participants had a free choice to participate and the transcripts of the interviews were sent to the respondents to check. All the respondents give their permission for analysing the data (Appendix 15- Member check respondents).

The findings of a qualitative study are specific and not generalizable, the sample section is too narrow which has a negative effect of the external validity (Bleijenbergh, 2015). The second criterion transferability refers to providing enough detail about the specific research case in order that the reader can judge for what other contexts it is interesting to be informed about the findings. The readers must understand the findings of the research and search for similarities towards their own situation (Symon & Cassell, 2012). The researcher added in chapter 1 a description about the organization which is researched. Also the concept blue collar jobs is defined and the results in chapter four are specified for blue collar jobs. So

the transferability is limited to blue collar jobs employees. The transferability of this study will also be discussed in the discussion part of this study.

The third criterion for qualitative research is dependability. Dependability refers to “*demonstrating how methodological changes and shifts in constructions are made during the study*” (Guba & Lincoln, 1989, p.242 in Symon & Casell, 2012, p.207). To achieve dependability, the process of the research is reported and noted in detail which gives the opportunity to do the same study on the same way through other researchers. The research diary (Appendix 13- Interview diary) is used to argue explicitly made decisions. The initial template (Appendix 6) and the final template (Appendix 7) conduct changes in the codes there are used for analysing the data. The different appendices of the interview protocol (Appendix 2,3,4,5) conduct the changes in the interview protocol during the study and during the interviews.

The last criterion for qualitative research is confirmability, which “*seeks to make clear where the data came from and how such data were transformed into findings*” (Symon & Cassell, 2012, p.208). Guba and Lincoln (1989) in Symon & Cassell (2012) describes that confirmability is reached when a detailed account is provided of the data collection and analysis processes. This detailed account is needed to make assure that the data, the interpretations and the outcomes are formed out of the contexts and the thoughts of respondents and not through the opinion of the researcher self. In this research the methods of data collection and data analysis were explained in the method chapter. The interviews were recorded and transcribed. The way of analysing was showed in the data set with a document with all the codes per theme and pattern (Appendix 12- Analysis). The initial template is added in appendix 6, the final template is added in appendix 7.

3.6 Research ethics

According to Holt (2012), researchers must understand what the effects are of their studies. Researchers can influence the respondents of the study or the organization. The researcher must become aware of the influences they have as a researcher to research in a proper way (Holt, 2012). Holt (2012) also argued that there are no rules and regulations available to consider if the research and practice is ethical or not. However, Holt (2012) discussed a number of virtues by which the use of practical reason can arise. The virtues that are important for this research are discussed in the next paragraphs. The transcripts of the interviews are not published online, and the documentation of this research replaces the names of the respondents to respondent 1, 2, 3 and so on.

The first virtue that is important for this research is deliberate conversation. “*Deliberate conversation might involve researchers thinking about the rules or conventions for engagement*” (Holt, 2012, in Symon & Cassell, 2012, p.103). The respondents of the interviews getting clear information about the purpose of the research and what the role of the respondents are in the whole research (Holt, 2012). The respondents were free to ask questions about the research. The interviews were maintained in a room where others could not disturb. The researcher also reserved enough time for the interviews.

The second virtue of research practice that is important for this research is sensitivity in handling participant relationships and data (Holt, 2012). “*The interest of participants must be acknowledged as potentially being in tension with one’s own as a researcher, and in some cases trumping one’s own*” (Holt, 2012, in Symon & Casswell, 2012, p. 104). This virtue remarks that the researchers have informed the participants in the study about the involvement of the participants in the study and the anonymity of the data (Holt, 2012). Respondents has a free choice to participate in the organization. The respondents were informed of their anonymity in this study and after transcribing the interviews, the respondents were asked if they agree with the transcripts before the transcripts were being analysed. The transcripts are stored safely on an USB stick. Data leaks were prevented by always using the same PC for transcribing, coding and analysing the data. The transcripts of the respondents are sent by email to the respondents to check if they agree with the transcripts. All the respondents where agree with the transcripts. When this research was approved as sufficient, the researcher destroyed the transcripts of the interviews. The organisation has no access to the interviews or the transcripts. After coding and analysing the data, the result chapter is written. In this chapter anonymous quotes of the different interviews are used. The organization has access to this chapter. Also a summary of the main results that are interesting for the organization and the respondents is given to the organization. In the end the respondents receive also the summary with the main results that are interesting for the organization and the respondents.

The third virtue that is important is honesty. Honesty is described as “*a willingness to disclose intentions to participants and employers as well as all data and thoughts germane to the objects of inquiry*” (Holt, 2012, in Symon & Cassell, 2012, p.104). In this research, the virtue honesty is reached through informing all the participants about the data and the results of the research and sending the results of the research to the organization and all the respondents.

The last virtue that is considered as meaningful in this research is learning from mistakes. Learning from mistakes is defined as “*an acceptance of mistakes being integral to good research, insofar as insight comes from working along the edges of acquired skill, coupled to a willingness to engage in retrospective reasoning as to why the mistakes occurred*” (Holt, 2012, in Symon & Cassell, 2012, p. 105). In this research the interview questions are conducted through learning from the feedback the first respondents gave during the interviews. In the different appendices of the interview guide the changes and improvements are added (Appendix 2,3,4,5). The interview diary in appendix 13 discusses the different changes that are made in the interview protocol. Overall, in the final interview guide that is showed in appendix 5, the respondents are informed about anonymity, the goal of the research and the way they are involved in the whole research.

Chapter 4 Results

In this chapter the results of the data analyses will be discussed. This chapter gives answers to the two sub questions of this research about the pride of employees with blue collar jobs towards the organization and the experienced meaningfulness of work. First the results of organizational pride will be discussed (4.1). After this, experienced meaningfulness of work will be discussed (4.2). In the end, the mechanism of meaning will be discussed (4.3).

4.1 Organizational pride

The concept organizational pride (Gouthier & Rhein, 2011) is translated into two dimensions: emotional organizational pride (4.1.1) and attitudinal organizational pride (4.1.2).

4.1.1 Emotional organizational pride

Emotional organizational pride is related to the individual's need for affiliation towards the organization (Gouthier & Rhein, 2011). Emotional organizational pride includes the thoughts of the employees about how and why they are happy to be part of the organization. Emotional organizational pride is secondly related to the pride that employees feel for the achievements of their colleagues, their working group or the company in general (Gouthier & Rhein, 2011). Lastly, emotional organizational pride is related to a cognitive comparison between actual achievements of the company and the employee's original expectations of how the organizational task is fulfilled by the company (Gouthier & Rhein, 2011). In the template, this indicator is expanded with 'the organization makes a positive difference in the world'.

Different answers are given about in which way the respondents feel affiliation towards the organization. *"17 years ago I applied and when I was hired, I was very proud that I was the third generation in a row.. I still feel quite proud of myself that I may wear the suit"* (Respondent 1, line 3). This quote illustrates that respondents have affiliation with the organization by the opportunity they have to work, just like their family, for Mars. A lot of respondents named nice colleagues and working in a good team as important for feeling happiness and joy for working at Mars. *"In my opinion working in teams is very pleasant, I like the personal interaction, also with the bosses"* (Respondent 4, line 4). *" My colleagues are very nice so yes I am having a great time"* (Respondent 9, half fabricate peanuts). *" So the sociability, that you have with your colleagues. That is the team context. That is what I like. Working in a team and making things happen together"* (Respondent 6, half fabricate peanuts). The feeling of happiness and joy for the respondents is caused by working in teams with nice colleagues. The respondents are happy to be part of a team with a lot of personal interaction and together with the team, make fine products.

Also working for a company that makes products that consumers like to buy around the world is an aspect that is important for feeling happiness and joy for working at Mars according to the respondents. *“I think that I am happy with working for the company.. the company has world-wide fame, that you can do your bit for such a big company that is famous world-wide” (Respondent 5, Line 9).* *“What I like for myself, is that I make people happy with chocolate and that kind of stuff.. So yes that is what I really like, that I, yes that you make people happy with” (Respondent 10, Line 1).* So, the respondents are happy to work for an organization that is world-wide famous with products that make consumers happy. The respondents have a feeling of happiness with the work that they do, contributing to a world-wide famous company.

A final common answer to the question in what way the respondents are happy and feeling joy to be a member of the organization is that Mars is good for the employees in the organization. Employees see themselves not as a number, but really as a person in the company, the individual is important. *“What is nice here is that there is much attention to personal growth and development. You get responsibility, but you must take the responsibility of course. But yes, for taking the responsibility, you get interaction with employees above you” (Respondent 3, Line 1).* This respondent refers to responsibility, personal growth and personal development as reasons to feel happiness and joy. Responsibility, personal growth and personal development are also indicators of experienced meaningfulness of work. *“Joy, yeah you have a really good job here and that is really nice. You have it nowhere near as good as here and that we also say that to each other” (Respondent 7, Line 6).* *“I go to my work with really much pleasure every day, and I always indicate that. And maybe also the compliments that I receive regularly about the way I do my job and the speed of developing myself” (Respondent 11, Line 4).* Mars offers not just a job in the factory, but offers also ancillary activities that employees can do. *“I follow a course, I am for example a member of the first aid team, I am trained for in-house emergency service , so there is room and space for more things than just stay behind the machines and doing just the tasks of your job” (Respondent 5, Line 9).*

In summary, respondents are happy to be a member of the organization, because the organization is world-wide famous, everyone know the products and consumers like to buy the products. Employees are happy to contribute to the joy of customers. Employees have a feeling of happiness, because the organization treats the employees as persons and not as

numbers. The organization gives space for personal growth, development and doing more than just the work where you hired for.

The second indicator for emotional organizational pride is that employees are proud of achieved successes in the organization. During the interviews, the interviewer noticed that respondents have a hard time to give an example of a recently successful event for Mars. Ten of the twelve respondents struggled a lot with the question, but after probing a couple of respondents answered the question with referring to the successful innovation of line 6 : *“they have recently built up line 6 on a different spot in the factory with a capacity raise of 160 percent”* (Respondent 2, Expedition Hal E half fabricate). The respondents talk about this success with a lot of proud. The respondents are proud of the company that a big operation like this is a successful event: *“and if I see in such a fast time, a large group of people have done it all together... those men did a great job”* (Respondent 7, Line 6). So, it was difficult for most of the respondents to answer the question right away, but they agree that the movement of line 6 is a successful event that they are all really proud of.

The last indicator of emotional organizational pride is the cognitive comparison between the actual achievements of the company and the employee’s original expectations of how the organizational task is fulfilled by the company. Respondents are proud of the company, because: *“.. what a family company is, but what is still going strong, because in my opinion there are just a few family companies where the family still owns the business. There are enough small family companies, but not big family companies like this”* (Respondent 5, Line 9). The respondents are proud of the organization since the organization is still a family company. Next to that, the organization is still capable of reaching the expectations of employees to be a family company. The respondents argue that they are still treated as people and not as numbers. The factory in Veghel is the biggest in the world and the factory has been around for more than 60 years. *“So if you see for how long Mars now has a factory in Veghel and that we are still a big company”* (Respondent 12, line 9). Regarding the answers of the respondents, Mars contributes a lot to society. *“Mars provides a lot of employment”* (Respondent 4, Line 4). *“Mars contributes to the society by supporting foundations”* (Respondent 8, Line 1). *“For the environment, we separate everything”* (Respondent 11, Line 4). The answers about how Mars makes a positive difference in the world are comparable. *“I think that we have 10 per cent market share of the coca beans and if I see how Mars deals with it and how they consciously deal with the environment, in my opinion, it is a real improvement for the world”* (Respondent 5, Line 9). *“I*

think that Mars does a lot.. Mars does not only think of Mars, Mars does not just think about how they achieve the best purchase prices, Mars go much further. So yes they support a lot of parties and they do not only think about their own, also where the ingredients of the products comes from and how these people must live. I think that that is important (Respondent 8, Line 1). So, respondents are proud about the position that the organization has in the market, how the organization threat their suppliers, how they give many people work and what they do for a better environment. In general, it gives the respondents a great feeling that the organization is still an family company and individuals are still treated as persons and not as numbers.

4.1.2 Attitudinal organizational pride

Attitudinal organizational pride is related to the construct grounded in employee group membership (Gouthier & Rhein, 2011). This indicator presents how people in the organization show their pride to others in their environment. Attitudinal organizational pride is also related to the strong commitment towards the organization (Gouthier & Rhein, 2011). This indicator presents how the respondents are proud of working for the company and how they contribute to the success of the company. Lastly, attitudinal organizational pride is also related to the in-depth understanding of the organization (Gouthier & Rhein, 2011). This indicator presents in what way the respondents have knowledge about the whole organization.

The interviewer noticed that the first respondents are actually really proud to be able to tell that people in their environment also working for Mars and that they help those people to be hired. The interviewer decided to adapt this aspect in the interview protocol and ask all the respondents. All the respondents told that they have mentioned to people in their personal environment that they can come to work for Mars. A lot of the respondents have colleagues that are coming to work by the respondents' recommendations. *"My nephew works here for a couple of weeks now.. and I mentioned him and helped him with writing a letter of application and yes he likes it here really much, everyone is also very satisfied about him... Only my nephew works here, but I mentioned more people to coming to work here for a part time job during the summer period"*(Respondent 11, Line 4).

In general, the respondents give the same answers about how they show their pride for the organization to others in their environment. *"So yes, they see that I enjoy my work and that is something that I also say to people. Even when people do not have such good working conditions and not really enjoy their work, I say that I am happy to work for Mars and not for another organization"*(Respondent 4, line 4). *".. and here in the candy store I sometimes buy candy for people in my environment and say look this is what I make, yeah I think that is the*

way how I do it“ (Respondent 7, line 6). So in summary, the respondents show that they are proud of the organization by telling stories about their work towards people in their personal environment and telling that as a worker you have a great time at Mars. Respondents buy candy and give this to people with the message: this is the product I make. Lastly, all the respondents try to find new workers for Mars in their personal environment. Inside the organization the respondents show their pride for the organization to be a nice colleague and work in a decent way. *“Uhm, yeah for my colleagues, take care that everything is clean and decently”*(Respondent 1, Line 3). *“By being a nice colleague, or yeah, I try to be a nice colleague”* (Respondent 4, Line 4).

For the indicator strong commitment towards the organization, the respondents must think about in which way they are proud of the company and how they are proud of their own contribution towards the organization. The respondents also named aspects that they do for the organization what is not really expected in their work and in their role in the organization. The respondents are proud to be part of a big organization. *“Yes, it gives a great feeling to be part of a larger whole, of a company that is progressive”* (Respondent 3, Line 1). In which way respondents contribute to the success of the company is not really homogenous. A couple of respondents named their commitment as a successful contribution for the organization. *“I think that I am 100 per cent committed”*(Respondent 6, Half fabricate peanuts). *“Just do my job well. Yeah taking care that everything is clean and neatly, that are the biggest aspects, I think”* (Respondent 8, Line 1). Other respondents named continuously looking for improvement together with colleagues as a successful contribution for the organization. *“So we take care that we do our job and possibly becoming better and just sending a great product to the market every day. .. also for example with my colleagues to tackle points that otherwise remain lying, or some like that”* (Respondent 9, Half fabricate peanuts). Some respondents named their performances as a successful contribution for the organization. *“Yes what I contribute, if I look to line 9 where I work every day, yeah then you can see that 90 per cent of the cases, we turn into the green numbers in my shift and yes that gives me a great feeling that we make more products than we actually should make according to the planning”* (Respondent 5, Line 9). The respondents are proud about that they actually contribute to the success of the organization and improve, together with colleagues, the organization continuously.

The commitment of the respondents towards the organization is also visible by the answers the respondents give about the things that they do more than actually is expected of

them in their job and tasks of their job. *“You help.. the machine miner with a task and then you learn how to do for example a conversion. Look if you are able to do it, than you can do it, regardless of that you are a section operator or a machine minder. The more that you can do by yourself, the more flexibility you have as a team”* (Respondent 3, Line 1). Separating waste is also an aspect that is stimulated by the management of Mars, but is not really expected of the employees. *“That you separate your waste on your work..., that you minimize your waste... it is stimulated, but I do it from myself, there are colleagues that have less interest in it to do”* (Respondent 4, line 4).

In summary, the commitment of the respondents towards the organization is visible by tasks and aspects that the employees do more than what is expected from them in their function. Most of the respondents fulfil tasks that, on paper, are tasks for a higher function. Most of the respondents do more in their function than is expected. For example, helping the team and the employees on their line to change the line to produce a different size product as well and as quickly as possible, or to help colleagues with fixing an interference. The commitment of the respondents towards the organization is also visible by that the respondents try to do their work in the best way that they can and in the end, most of the respondents think that Mars is also successful through the commitment of the employees and the work that the employees do every shift.

The last indicator of attitudinal organizational pride is in-depth understanding of the organization. Because the organization is such a big company and the respondents that are interviewed are all working in the factory and not in the office of Mars, they all feel that they have not much knowledge about the whole organization. Some respondents agree with each other that they do not need more information and knowledge about the organization as a whole. *“So yeah we get quite some information, but it is very broad, but not very deep.. but more information is not needed, look that are more difficult numbers what I do not understand ...and that is not really my thing. Look if the story is told in big lines, it is sufficient for me”* (Respondent 1, Line 3). Respondents argue that employees have the opportunity to get more information about the organization if they want. *“Uhm I think that it depends about where your interests lie. Because here you can, in principal it is an open company, you can get a lot of information about the things they are doing here if you want”* (Respondent 7, Line 6). Other respondents agree with each other that the knowledge that they have of the whole organization can be approved to have more insights about what the people in the office do. The respondents also argue that people in the office should come

more often on the working floor, to see what the employees with blue collar jobs have to do to make the products. Respondents argue that by knowing more of each other what everyone do in the company, the commitment grows among the employees. *“Yes I think that left and right that you can let grow more the understanding of each other... like what we have done with a colleague in the office, just doing an exchange, yeah that was so much fun” (Respondent 6, Half fabricate peanuts).* *“It is not that if I do not know it, it is really annoying, but it is nice to know sometimes a face and know that for which a person is responsible for. So yeah, there are a lot of employees working in the office but we do not know what they are doing the whole day and in what team they are working” (Respondent 4, Line 4).*

The respondents agree that they have enough knowledge about the line, and it is easy to get more knowledge and help of your team itself in cases that you cannot fix problems by yourself. *“By colleagues that explain aspects and of course also by asking questions in an active form (Respondent 3, Line 1).* *“Every time that I have a question and or that I have not a solution for a problem, then I go to my team leader and my team leader helps me with it (Respondent 5, Line 9)”.* The access to help from superior is more difficult and that frustrates the people in the factory at this moment. *“From people I agree, I think that we have enough knowledge in the team to help each other with problems, but when we needed help for superior it becomes more difficult.. say honestly to the employees with questions: this is the problem you are right, there is no money for a solution, because these reasons. But yeah now, nothing is done with the questions of the employees on the line, and people feel frustrated about it at the moment” (Respondent 10, Line 1).*

So, the knowledge of the whole organization can be improved by giving more explanation about what all employees do in the office and vice versa. Respondents argue that they have enough knowledge of the different lines where they work and new knowledge can be obtained quickly by asking colleagues or using online learning programs. Lastly, the respondents argue that they need more knowledge and help from the management team.

One of the two sub questions of this study is: To what extent do employees with blue collar jobs feel proud to work for Mars Veghel? In the sections above, emotional organizational pride and attitudinal organizational pride, according to Gouthier & Rhein (2011), are both discussed. The two types of organizational pride are both visible in the answers of the respondents. Respondents are proud to work for Mars Veghel to be part of a big family company where employees are treated as persons and not as numbers, where colleagues and teams are really important and where is much attention for personal growth

and development. The respondents are also proud to work for an organization that makes products that are world-wide famous. Lastly, the respondents argue that they are proud to work for an organization that constantly innovates and invests in sustainability and environment. Respondents are proud to work for Mars in such a way that they recommend people in their environment to also come to work at Mars and in this line, telling enthusiastic about their work and the products that they make. Lastly, the respondents are proud to work for the company by making the best possible contribution, looking for improvements of the lines, doing more than actually is expected of them. The respondents wants to see an improvement about the knowledge and understanding they have about the organization as a whole.

4.2 Experienced meaningfulness of work

The concept experienced meaningfulness of work (Steger, Dik & Duffy, 2012) is translated into three dimensions: positive meaning in work (4.2.1), meaning making through work (4.2.2) and greater good motivations (4.2.3).

4.2.1 Positive meaning in work

The dimension positive meaning in work is related to work that contributes to the meaning of life (Steger, Dik & Duffy, 2012). This indicator looks how the work of the respondents contribute to the meaning of life and which aspects make their work meaningful. The second indicator of positive meaning in work is meaningful aspects of job and career (Steger, Dik & Duffy, 2012). This aspect dives deeper in the way how the respondents experience their job and career. The last indicator of positive meaning in work is work with satisfying purpose (Steger, Dik & Duffy, 2012). This indicator looks how the respondents experience their work as work with a satisfying purpose.

During the interviews, the interviewer noticed that there are three additions for positive meaning in work. These three aspects that are named and argued through the respondents, cannot be accommodated by the existing indicators. So, in this research, the dimension positive meaning in work is also related to three new aspects, namely appreciation, responsibility and alternation of work. These three additions where named during discussing the indicators for positive meaning in work in the interviews, so therefore the researcher decided to adapt appreciation, responsibility and alternation as new additions for positive meaning in work.

One reason that all the respondents named as an aspect that makes their work meaningful is the social contact with their colleagues. *“Yes anyway my colleagues... we have*

a bond together.. you are more often with them.. so yeah just what you are doing and how you doing that with your team” (Respondent 10, Line 1). Also, the work itself is seen as meaningful. “The work that we do requires a lot of prepared knowledge.. and we are trying to do our best to keep all the lines running.. in a most efficient way” (Respondent 2, Expedition Hal E, half fabricate). “The technique.. here is enough technique that is what I really like, the challenge,.. tinkering with devices” (Respondent 12, Line 9). Some respondents also named that the activities and opportunities near their work and functions make their work meaningful. “..You can always go higher, they always indicate that. You have also the opportunity to work in the day shift or work on a different line, that is something what you can always indicate” (Respondent 11, Line 4).

It was difficult for most of the respondents to explain in which way their job and career is meaningful. In general, most of the respondents answered the questions with the same answers as giving at the indicator ‘work contributes to the meaning of life’. One respondent provided a nice answer that the function of the job itself, the function operator, is meaningful. *“..and yes, in my opinion, the job of process operator is really important and very beautiful” (Respondent 1, Line 3).* The interviewer decided to ask more about the career and ambitions of the respondents. Each respondent has their own vision about their career and has different ambitions. Some respondents have big ambitions. *“Yeah, in ten years I want to be a team leader.. It should be stupid when I set my bar on machine minder.. By myself, or actually for everyone it is stupid to set your bar on just one function higher while you can go at least 2 or 3 functions higher. Maybe not in 5 years, maybe not in 10 years, maybe in 20 years” (Respondent 5, Line 9).* Other respondents are happy with the job they have and have no ambitions for higher functions. *“Qua process, I am in the starting phase, so first I want to get more knowledge and understanding of the whole process part and after that, I want to look further what ambitions I have” (Respondent 8, Line 1).*

According to the respondents, the work that they do, has a satisfying purpose. In general, the respondents argue that the satisfying purpose of the work is mainly caused by making the products. Producing products with the line, producing with your team as much as possible, despite interferences. It gives the respondents a satisfying purpose to be able to repair all kinds of interferences with their team and make the best of every shift, despite setbacks that can occur. *“.. of course, it is nice when a disturbance that was difficult, eventually is fixed when your shift is over. Of course, you want that when our shift is over that everything is okay for the next shift. And when the line and all the machines works while all*

day going badly, yeah I feel satisfied about that” (Respondent 4, Line 4). Another common answer is the beautiful products that are made. *“We make a beautiful product, and yes if you see for example how much peanuts we bake here and everything is eaten through people, so yeah that is something what in my opinion is very beautiful” (Respondent 9, Line Half Fabricate Peanuts).*

The first addition for positive meaning in work is the aspect ‘appreciation’. Not every respondent noticed appreciation as an important aspect, but during the analysis, the researcher noticed that many respondents think it is important that they work for an organization who appreciates their employees. Being appreciated for the work the respondents do. Appreciation has a connection with emotional organizational pride. The respondents are happy that the organization sees them as persons and not as numbers, what is also named as an aspect which respondents are proud of and that they are appreciated as an individual. *“Here, I am appreciated and that aspect is really important” (Respondent 2, Hal E half fabricate).* *“I never felt myself not appreciated here, so no, I always have the feeling that I am appreciated here... In my opinion, that is really important” (Respondent 4, Line 4).* In other words, what is not questioned during the interviews, but what the respondents mentioned as an important aspect for experiencing the work as meaningful is feeling appreciated by the organization for the work the employees do.

The second addition for positive meaning in work is ‘responsibility’. The opportunity to have responsibility in the work that the respondents do, is an aspect that is mentioned during the first interviews. The interviewer decided to ask more about responsibility in work in the next interviews. Respondents argue that more responsibility contributes to experienced meaningfulness in work. *“You speak more with the team leader, so therefore you get more knowledge about what the value stream discusses or projects where they are busy with. So yeah you get more insight in that and according to that you have more opportunity to give you opinion about for example, new ideas” (Respondent 3, Line 1).* *“For example, when you stay in the package room with a lot of people than you have less responsibility and for my feeling, I become then a bit lazy and I think another person take the responsibility, it is not my problem. But on for example line 12.. you have much more responsibility, because you must run the line with two persons. Yeah I think that I get more satisfaction from that and I take action faster” (Respondent 8, Line 1).* Responsibility in the work that the respondents do, gives the respondents also the opportunity to grow in a higher position. *“I am zone 13 operator, but regularly I am taking care of the function of the zone 12 operator.. So, then I am*

the first point of contact for the peanuts bakery.. yeah the responsibility I like, that is also, because eventually, I can grow to that function, so yeah I like it when I can do more my thing then” (Respondent 9, Half fabricate peanuts). In other words, responsibility also contributes to personal growth and understanding. Personal growth and understanding form an aspect for ‘meaning making through work’. While responsibility not only contributes to personal growth and development, but also contributes towards other aspects of the work itself, the researcher decided to add responsibility as an addition for positive meaning in work.

The last addition for positive meaning in work is ‘alternation’. During the interviews the interviewer noticed that it is important for the respondents that during the shift, alternation in the work is important for the experienced meaningfulness of work. Switching from tasks on the line. By sometimes alternating through working on a different line is also argued as a positive aspect of the work that the respondents do. *“Yeah I think that is really nice, I really like it that I have a lot of alternation in my work, not do every time the same, no that is nothing for me” (Respondent 8, Line 1). “I like the alternation of the different lines” (Respondent 12, line 9).* One respondent noticed that working on different lines at sometimes is nice for the alternation, but the basis must be one line with the same team. *“For alternation it is good sometimes, but not too much.. it is nice to stay in your own team and the commitment with your own team and your own line” (Respondent 10, Line 1).* So, the respondents argue that alternation in the work and working on different lines is positive, while some respondents argue that they like the alternation of the different lines, but not too often. These respondents want to work on their own line most of the time.

4.2.2 Meaning making through work

Meaning making through work is related to work that contributes to the personal growth (Steger, Dik & Duffy, 2012). This indicator shows how the work of the respondents contributes to the personal growth, development and the understanding of themselves. The second indicator is work that helps to make sense of the world. This indicator presents how the work that the respondents do, help the respondents to make sense of the world around them.

Mars gives, according to the respondents, a lot of opportunities to develop themselves. Also by doing the work, the respondents learn and grow, as an individual, every day. *“I can follow courses if I want, I have always had trouble with communication towards others and for that, I have been pushed a little to improve my communication... it is a 70-20-10 they call it. 70 percent take care of it yourself, the boss takes care for 20 percent and for the other 10*

percent, Mars provides courses that you could do” (Respondent 2, Hal E half fabricate).

Most of the employees that have a permanent contract, first worked for Mars through an employment agency. In order to get enough knowledge about the technique and the machines that are used in the factory of Mars, all the employees with no technical background followed the course VAPRO A and B. *“That is the training for operator. Operator A is actually for section operator and operator B is for the level of machine minder..” (Respondent 3, Line 1).*

There is a difference in answers about if the respondents understand themselves better through the work that they do. Some respondents say that the job they do has no influence about the understanding of themselves. *“As person not necessarily. I know where I stand for, what I want and when I came working here at Mars, I know these are my goals and this and this I want to do to reach my goals” (Respondent 5, Line 9).* *“Yeah, I had a good understanding of myself and no that is not changed” (Respondent 7, Line 6).* Other respondents say they are changed through working for Mars and they have a better understanding of themselves now. *“That is the group dynamics, a mirror is held up to you from time to time... Yes, how you stand in a group, it is also a bit of psychology, how you react and what you get back. Yes that are really important aspects” (Respondent 6, Half fabricate peanuts).* *“I see myself as a different person. I am now more self-assured. More assured of what I can do in my work” (Respondent 3, Line 1).* So, Mars stimulates every individual to develop themselves through courses and looking for ambitions to work on a higher level. The respondents have a different opinion about if the work that they do contributes to a better understanding of themselves, some respondents say that there is a contribution, other respondents say that there is no contribution.

Most of the respondents argued that their opinion about the world is not changed through working for Mars. *“No no,.. At home I try to separate as much as I can, but that is not, because we do that also here on my work, but I think that it is really good that they are so busy with it” (Respondent 8, Line 1).* *“No not really.. that I see the world in a different view? It is not, no” (Respondent 11, Line 4).* Two respondents argued that through the attention of Mars for environment and sustainability they changed aspects in their lives at home. *“Yes the heating, in the past I just had the heating on 20, 22 degrees and now he stands on 18 degrees so I use less energy now” (Respondent 2, Hal E, Half fabricate).* So, most of the respondents see the world as the same since they are working for Mars, but they are proud that Mars has so much attention for the environment and sustainability.

In summary, the work that the respondents do, contributes to personal growth and development. The organization stimulates the employees to develop themselves in different courses and trainings. For example, developing the knowledge for machines and lines, but the organization also stimulates the individuals to grow as a person. Some respondents understand themselves better through the work they do. The respondents, through the work that they do, see qualities of themselves that they have never noticed before. Other respondents argue that the work they do, does not contribute to a better understanding of themselves. In general, the work that the respondents do, does not help the respondents to make sense of the world around them, but the respondents argue that they are proud that the organization has so much attention for environment and sustainability. Pride that employees have for the organization is named during discussing aspects of experience meaningfulness in work.

4.2.3 Greater good motivations

Greater good motivations are related to work that makes a positive difference in the world (Steger, Dik & Duffy, 2012). This indicator presents how the work that the respondents do, makes a positive difference in the community and in the world. The second indicator of greater good motivations is the work that one individual does, serves a greater purpose (Steger, Dik & Duffy, 2012). So, in other words, what is the contribution of the work of one individual to a bigger goal? The interviewer noticed that the respondents found it very difficult to answer this question. The respondents did not understand if the question was related to themselves or to Mars. It was difficult for them to explain a goal or a greater purpose. During the interviews, the interviewer noticed that it was easier for the respondents to make two indicators for this topic. The interviewer separated the topic in two indicators. ‘The work I do serves a greater purpose for myself’ and ‘the work I do serves a greater purpose for Mars’.

The respondents found it difficult to give clear reasons about how their work contributes to a positive difference in the community and in the world. The interviewer sometimes helped with a few examples, but the interviewer wanted that the respondents came up with something themselves. Most of the respondents formulated an answer about their contribution to the products self. *“I make nice sweets for people” (Respondent 7, line 6)*. A couple of respondents named their conscious handling with sustainability as a positive difference for the community and the world. *“For me, it is more the environment aspect, so that we, we think a lot about the environmental aspect here... And I taking care of it by making as little waste as possible” (Respondent 12, Line 9)*. So, according to the respondents,

the work of the individuals makes a positive difference in the community and the world by making tasty products, have the opportunity to follow extra courses and in general all the individuals focus on sustainability.

Different aspects of the work that the respondents do were labelled as serving a greater purpose. Most respondents argued that working for Mars, you as an employee have a great time. Mars also contributes to a stable life and contributes to retire on time. *“So yeah, I am just happy with the work what I do, and I want to do this work for a couple of years.. and then I retire earlier”* (Respondent 2, Hal E, Half fabricate). Another aspect that is named through a couple of respondents is that working in a five shift system also contributes to a greater purpose. *“No I do not want to go back to always a day shift... no, no you have now so much freedom and you get used to it very quickly”* (Respondent 8, Line 1). A couple of respondents named that the work that they do, contributes to a greater purpose for developing themselves. This aspect also has a relation with meaning making through work where personal growth and development is an indicator. *“When I get the chance, or the need to go get myself, to do something more than what I do now.. when I have the feeling of this is the moment and yes than I hope that it can happen”* (Respondent 10, Line 1). So, the work that the respondents do contributes to purposes as going on retirement earlier, more freedom through working in five shift system and the opportunity to develop yourself.

In the analysis, the researcher noticed that the answers of the new indicator for greater good motivations are similar with the answers of the indicator ‘strong commitment towards the organization’. So, even with the addition of an indicator, the respondents were in general not able to explain how the work they do, serves a greater purpose. The respondents named aspects about how they contribute to a greater purpose and how working for Mars contributes to a greater purpose for themselves. However they could not explain how the work they do, serves a greater purpose. The respondents were not able to see the work that they do as something that serves a greater purpose. In the literature, it is already known that people find it difficult to think about how the work that they do serves a greater purpose (Steger, Dik & Duffy, 2012). An explanation for not getting the right answers could be that employees with blue collar jobs are not able to make this connection. The respondents are in many ways proud of the organization and explain why they experience their work as meaningful. However, the respondents do not make the connection of how the work that they do serves a greater purpose. A possible explanation is that the work they do, does not give the employees the opportunity to see how the work they do serves a bigger goal, a greater purpose. The

employees are trying to do their job in the best way, but they do not see the bigger goal and purpose of their work.

The second sub-question of this study is: to what extent do employees with blue collar jobs at Mars department Veghel experience their work as meaningful? The dimensions positive meaning in work and meaning making through work (Steger, Dik & Duffy, 2012) are named in the answers of the respondents. The respondents experience their work as meaningful by the colleagues they work with. The work they do becomes meaningful, by together with the team, doing everything about it to keep the line running and making products for the organization that is world-wide famous. Doing everything that is possible to run a good shift despite setbacks. Respondents also experience their work as meaningful by the opportunity to grow every day as an individual and always consider what ambitions you have for other functions at Mars. The analysis of the transcripts also resulted in three additions for the dimension positive meaning in work. Work is experienced as meaningful through the respondents by appreciation of colleagues, team leaders and the management team. Also as much responsibility as possible in the function and tasks of the respondents contribute to the experienced meaningfulness of work. Lastly, alternation in the work during the days and alternation in the tasks of their function is experienced as a meaningful aspect of the work of the respondents. The last indicator for experienced meaningfulness of work, greater good motivations is not answered by the respondents in a way that the literature understood as greater good motivations. The respondents were not able to see how the work that they do, serves a greater purpose. Making a distinction between serving a greater purpose for Mars and serving a greater purpose for the individuals did not help to collect answers how the work that they do serves a greater purpose.

4.3 Mechanism of meaning

The concept mechanism of meaning (Rosso et al., 2010) is translated in two dimensions: authenticity (4.3.1) and self-efficacy (4.3.2).

4.3.1 Authenticity

Authenticity is related to personal engagement (Rosso et al., 2010). This indicator presents how the individual is committed towards decisions that are made and how the individual contributes to changes in the organization. During the analysis of the transcripts of the interviews, the interviewer noticed that two respondents had feedback about the engagement of employees in the process of hiring new staff. Because the interviewer noticed this pattern

just after analysing, other respondents were never asked about it. The interviewer decided to add a new indicator to authenticity. 'Engagement workers in hiring new staff'.

The engagement of the individuals towards the decisions that are made in the organization are in the opinion of most of the respondents on a low level. *"Uhm yeah we as employees are actually totally not involved with it. Aspects in the technique are planned or fixed by the engineering department. Yes, you can say just changed. For other things we get sometimes a course how we must work with it (Respondent 3, Line 1)*. Another respondent agrees that individuals are not often personally engaged with decisions that are made, but on the other side also makes a reply that in an organization like this is it not possible to involve everyone to all the decisions that are made, because a team 'owns' the same line with four other teams and everyone has a different opinion and thinks that just changing an aspect a little bit is better. *"By myself I think that the feedback of the value stream, towards the employees that have written a MOS card to improve an aspect on their line, in some cases can be improved. But on the other side you are working in such a big factory and then it is sometimes hard to give everyone the right and best feedback back and sometimes is no also an answer... But then it is finished, and you know as an individual my improvement will not come there for now and that is fine. You as an individual know then where you are up to"* (Respondent 5, Line 9).

One respondent gave an explanation about what, in his/ her opinion, is not good of the process that Mars follows in taking decisions. *"A drastic change like line 4 when we got new drain laines, no I think that we were not involved with it. A drawing had already been made then like this is the plan, this is what it looks like and in this way we want to do it... Yes, when we were asked as employees about it then we had some feedback for them that they can see like oh we did not think about that aspect.. But the plan was already in working. So indeed points have also come out at line 4 that they should not done it in the way they have done it.... With new machines or big changes, we get explanation through a course or in the factory itself.. And then you can say adjustments like we work know one day with it like this, but maybe it is better to adjust it that way.. Yeah something will certainly be done with it. So that is good, just the part of making plans, how we going to do that can be improved"* (Respondent 12, Line 9).

Other respondents argue that they have a voice about the plans for new machines or changes and have the opportunity to give their opinion and view about it. *"On the line yes, there are we really engaged to it... For example, we have sub groups on or line for some*

machines of the line or some aspects of the line and if we have ideas about what can be improve and .. you come with people of the 5 shifts together and you going to look of this and this we want to change and together as a group we bring that to the value stream” (Respondent 8, Line 1). So, the respondents, even of the same line, disagree with each other about the level of engagement of individuals in the decisions that the organization makes. But in the end, all the respondents agree that employees on the line have not the opportunity to decide about changes. The management team or the value stream decide always.

The respondents argue that changes on their line or in their daily job are communicated in a good manner and the respondents are involved in entering the changes by help of the area trainer or by following courses to implement the change. *“Often a team of employees is put around it and then it is going to be implemented..”* (Respondent 6, Half fabricate). *“I am area trainer.. so if changes come in my area people come to me with this are the ideas and plans of the changes, what do you think about it and then I am also involved in implementing it”* (Respondent 9, Half fabricate peanuts).

The new indicator that has been added to the final version of the template is ‘engagement workers in hiring new staff’. The respondents which have talked about this aspect are not happy with the process of hiring new people and giving employees a permanent contract. The individuals who have spoken about this aspect want that employees are more involved in hiring new staff. Employees that are working for the employment agency have the opportunity to apply for a permanent contract at Mars, at a certain time. *“There are people that we want in our team.. but sometimes they are really bad in application conversations and explaining and telling about the way they are thinking... So yeah they are just really bad in their communication in a conversation while on the floor, you can do everything with the person... Yeah we think that is really bad... They must trust on our opinion, because as we say we want that person, then we really want that person, because he or she is good in their work, not because we like that person really much.... Because we know the difference between an employee that we like and employee that we do not like or an employee that do not work, that you will see that soon enough. And yes there are employees who receive a permanent contract after we have submitted them, but there are also cases where it is not and in my opinion, that is too bad”* (Respondent 4, Line 4). So, the employees, who are working with employees that have a chance to get a permanent contract, want to be more involved in the hiring process and want to have more influence on the decisions that are made.

In summary, the respondents argue that the authenticity that they have in their work is not of a high level. In general, the respondents are involved in entering the changes on the line they work. The respondents argue that they have enough opportunities to help with the changes and give feedback and input how to implement aspects of the change on the line. The respondents feel heard and argue that the process of implementing and entering changes are processes that in general contribute to a fast and good change. However, the respondents argue that the process before entering a change is a process where in general, the employees of the lines are not really involved in. The respondents argue that they want to know about the changes that are coming on their line, in an earlier stage. The respondents want to be more involved in making the plans for the change process, while the respondents working many hours and days on the particular lines. The respondents argue that the employees on the lines should be more involved in the plans for the changing process to give the knowledge that they have, as employees that sometimes have worked on the line for many years, to for example the value stream. In addition, two respondents noticed that employees should be more involved in hiring new staff. The respondents argue that the opinion of the employees in the teams about potential candidates for a permanent contract is more important than the job interviews.

4.3.2 Self-efficacy

The second indicator of mechanism of meaning is self-efficacy (Rosso et al., 2010). Self-efficacy is related to autonomy, the way an individual can change aspects in the organization. Overall, the respondents argue that you as an individual cannot change aspects in the organization all by yourself. If you want to change aspects on the line that you work, you must write a MOS card and talk to your team and colleagues about the improvement or change that you have been thinking about. Aspects that are not necessarily related to the work can be suggested by the OR. *“Then we write a MOS card and then they going to look if there is money for changing the aspect, whether to raise money, and then they decide if they want to do it or not” (Respondent 1, Line 3).*

Employees have the feeling that their opinion is not really being heard. *“Everyone must agree with it and that is okay, but aspects are changing from the outside..... We have really less to say about that aspects. Yah we can give our opinion when people ask us about it, but in the end, then it comes, that feeling is there, that they do what they want in the beginning before the feedback of the employees.. what they want on their one and we as employees must take it” (Respondent 10, Line 1).* At the OR, works council, you can give your opinion about

aspects or changing aspects. *You can do that for yourself, but yeah.. through the OR.. and they can make further steps to talk with the management. “But for that, not just me who wants to change that particular aspect, but it must have broader support... but they always listen to you at the OR” (Respondent 12, Line 9).*

In summary, the respondents argue that employees with blue collar jobs have a low level of autonomy in their work. Respondents write a MOS card when they have ideas and feedback on the lines where they work. Providing feedback on the ideas of the respondents is a process that takes a long time. Respondents argue that they are not heard. Ideas about other aspects in the organization can be submitted by the OR. The respondents argue that an individual does not have the opportunity to change an aspect in the organization, ideas for changing need a broader support.

Authenticity and self-efficacy are both discussed above. The mechanisms are present to a limited extent and the respondents argued that there is need to have more authenticity and self-efficacy. They want to be heard more and provide feedback on the ideas that they have. In the answers that the respondents gave, did not come forward that the organizational pride has an effect on the mechanisms of meaning. The respondents also do not make the connection of the level of mechanisms of meaning and the experienced meaningfulness of work. They just explain how the mechanisms of meaning are present in the work that they do and that they have a need of more authenticity and self-efficacy. So, organizational pride has no effect on the experienced meaningfulness of work through using the mechanisms authenticity and self-efficacy for employees with blue collar jobs. However, the analysis of the data presents that organizational pride has direct effect of experienced meaningfulness of work, and experienced meaningfulness also has a effect on the pride the employees with blue collar jobs have for the organization. The questions that discussed the indicators for organizational pride provided answers that also discussed indicators for experienced meaningfulness of work and vice versa. Respondents argued that they are proud to work for the organization, because individuals have the opportunity to develop themselves in their work and on a personal level. This aspect is also discussed for experienced meaningfulness of work. Respondents argued that their work becomes meaningful by working in a team with nice colleagues and making the best of every shift. Respondents also named the aspect working in a team with nice colleagues as an aspect they are proud of. Lastly, respondents mentioned that the organization has much attention for environment and sustainability as an aspect for organizational pride and for experienced meaningfulness in work.

Chapter 5 Conclusion and Discussion

This chapter discusses the main conclusion which can be extracted from the data. The conclusion part answers the main question of this research. After discussing the conclusion, the discussion discusses the strong and weak points of this research and gives recommendations for further research and recommendations for the organization.

5.1 Conclusion

The aim of this study is to gain insight in the impact of organizational pride on experienced meaningfulness of work through studying the case of employees with blue collar jobs at Mars department Veghel. With the analysis of the data, an insight about the impact of organizational pride on experienced meaningfulness of work is given. For the organization, recommendations can be written about the impact of organizational pride on the experienced meaningfulness of work for blue collar jobs.

In order to reach the goal of this study, the following research question was formulated: What is the impact of organizational pride on the experienced meaningfulness of work for workers with blue collar jobs at Mars department Veghel?

The answer of the research question contains two sub answers. First of all, the analysis of this study presents that organizational pride has a positive effect on the experienced meaningfulness of work for employees with blue collar jobs. The experienced meaningfulness of work also has an impact on organizational pride for employees with blue collar jobs. The respondents named indicators of experienced meaningfulness of work when organizational pride was discussed. The respondents also named indicators for organizational pride when experienced meaningfulness of work was discussed. In other words, organizational pride contributes to the experienced meaningfulness of work and the experienced meaningfulness of work contributes to the pride employees, with blue collar jobs, have for the organization. One indicator for experienced meaningfulness in work, greater good motivations, is not discussed in the answers that the respondents gave. In this study, employees with blue collar jobs were not able to make a connection about how the work that they do serves a greater purpose.

However, the mechanisms of meaning that were selected, authenticity and self-efficacy, have no effect on how organizational pride contributes to the experienced meaningfulness of work. The respondents argue that authenticity and self-efficacy are present in a low level. Respondents feel the need to have more authenticity and self-efficacy, but there is no connection made between how the pride they have for the organization activates the

mechanisms of meaning and how the mechanism of meaning contributes to the experienced meaningfulness of work.

5.2 Discussion

5.2.1 Methodological reflection

After the data was collected and analysed, a couple of things can be said about the methodological aspects of the research. First of all, in terms of credibility, the method that the researcher chose to conduct this research helped to reach the aim of this study. With a qualitative study, the researcher gets an in-depth understanding about what the respondents with blue collar jobs actually mean with their answers and in what way they are proud of the organization and experience there work as meaningful. The researcher had chosen to use interviews for collecting data. The interviewer noticed that the first respondent sometimes found it difficult to understand the questions and to understand the underlying concepts of the questions. The researcher spoke about it with the supervisor of this research and decided to give more explanation about the concepts itself and introducing meaningful work as: what aspects of your work would you miss when you are fired tomorrow? The researcher noticed that in this way the respondents have a better understanding of the questions to give more relevant answers.

The interview protocol was semi-structured. This was a good decision, because after the first interview the interviewer noticed that the order of some questions in the interview protocol was not very clear to follow for the respondents. The interviewer decided to ask people in the environment, not especially other students, to look at the order of the questions and give feedback on it. With this feedback, the interviewer changed the position of some questions in the interview protocol. During the interviews the interviewer noticed that adding some questions as following questions to the interview protocol, the respondents thought differently about the questions and gave more examples and their opinion about the aspect. The arguments why some questions were added is shown in appendix 13- interview diary. In terms of dependability, the researcher presents the changes in the interview protocols (Appendix 2,3,4,5) and the template (Appendix 6 &7) in the different appendices.

The researcher initially wanted to address the respondents themselves to participate in the research. However, giving the short time the researcher had to search respondents, make appointments and interview the respondents, it was impossible to address the respondents themselves. The interviewer is aware that this aspect does not contribute to the quality of the interview, because it is possible that the interviewer only speaks persons that have a great

feeling with working for the organization and have no complaints or feedback in order to give recommendations towards the organization. However, the interviewer did a couple of things to minimize this bias. First, the interviewer spoke with one senior team leader to explain what the interview entails and how much respondents the researcher needs to speak with. Together with this team leader, the researcher came with as much scatter as possible. Scatter will say, speaking respondents with blue collar jobs in different shifts, on different lines and respondents that have been working for the organization for many years or just a couple of years. The team leader introduced the goal of the research shortly in the email towards the other team leaders and kept it more in general about what questions and themes would be discussed during the interviews. The mail that was sent to the other team leaders is shown in appendix 10- email towards other team leaders. The interviewer noticed that the respondents all have different backgrounds, working in different shifts and different teams, on different lines, with different ages and after all, their working years for the organization differs a lot.

The respondents were asked by the team leaders if they wanted to participate in an interview with information about what the goal and purpose of the interview was. Many of the respondents said before the interview started: yeah I have heard something about it, but I do not know exactly what is expected of me. The researcher first explained the purpose and goal to the respondents and after asking if everything was clear to the respondents and asking if the interviews may be recorded, the interview started. After transcribing, the researcher sent all the respondents their transcript of the interview and received all agreements back. For one respondent, the researcher skipped one sentence in the interview, because the respondent did not mean it in that way and it was not relevant for the research itself (Appendix 15-Member check respondents).

In summary, looking back to this process the interviewer could have decided to search for respondents without intervention of the team leaders. This was only possible when the researcher had more time to schedule all the interviews. By asking the team leaders directly which persons could participate in the interview, the factory has the least burden to miss employees and everyone that needed to know was informed directly.

The interviewer decided to use the online program Otranscribe to transcribe all the interviews. This site is an online program where the user can upload the recordings and transcribe it on the same page. The researcher is aware that it is an online site, but in the rules and regulations of the site can be found that the audio file and transcript did not leave the computer of the transcriber. The researcher deleted everything on the site when all the

interviews were transcribed. The interviewer stored the transcripts on a personal computer and a USB stick only and never stored it on a computer where more people have free access to.

After analysing all the transcripts and giving codes to the transcripts, the researcher noticed that some of the respondents said aspects that have similarities with each other and in the end it can be seen as a new indicator. This is shown in chapter 4 results. Because the researcher noticed this after all the interviews were transcribed and analysed, the interviewer did not have the chance to ask more respondents about this certain topic. So, in other words, some respondents argued these new aspects, but the way all the respondents are thinking about this aspect is not asked in the interviews. The researcher could not do it in any other way, because after analysing and coding all the interviews the researcher sees a pattern in a couple of answers of the respondents.

In terms of confirmability, the researcher shows different quotes of all the respondents during the interviews in chapter 4. In appendix 11 the coded transcripts are added and in appendix 12 the codes of analysis of the data are added. With this appendices and by using different quotes of all the respondents, the researcher presents how the data was collected and that the analysis is based on the different thoughts of the respondents and not based on the thoughts of the researcher.

The transferability of this study is reached by different aspects. The researcher explains in detail in what kind of organization the researcher did the research through talking with different persons in the organization and added a conversation report with background information about the company in appendix 8. In this line the researcher also decided to focus on one type of workers, namely workers with blue collar jobs. This gives more focus to the study and, because the work of the people in the factory is quite different than for people in the office, it was better to focus on one type of work to be able to compare the different answers of the people. This focus also gives readers a direction to think in what other organizations or for what other jobs the findings of this research can be informed with.

5.2.2 The role of the researcher during the research

In the process of interviewing the researcher was as open and as kind as possible to the respondents. To get more information and examples during the interviews, the researcher decided to ask further to the answers of the respondents to get a better insight in the underlying thoughts of the respondents. Why do they give these answers? Why are they angry about it? The researcher also tried to give her opinion as less as possible to stand neutral in the

interviews and give the respondents the opportunity to think about their opinions and arguments themselves.

The researcher gives a direction on the results by choosing an analysing method, data design and in the end what data is and what is not relevant for the research. However, the researcher argued all the choices that were made for analysing and data collection in chapter three. Also, by choosing template analysing, the researcher was able to find patterns, indicators or alternative codes besides the codes of the initial template, from the operationalization. At the end also recommended above, the researcher tried to give as much of an objective view on the data as possible to show quotes of all the different respondents.

5.2.3 Recommendations

The answer on the research question of this study contains two sub answers. First of all, this research presents that organizational pride (Steger, Dik & Duffy, 2012) has an impact on the experienced meaningfulness of work (Gouthier & Rhein, 2011) for employees with blue collar jobs and on the other side, the experienced meaningfulness of work has an impact on organizational pride of employees with blue collar jobs. So in other words, the contribution of this study to the theory is that the relation between organizational pride and experienced meaningfulness of work, which was never been studied before, is studied and that the study presents that the two concepts are related for employees with blue collar jobs.

The second part of the answer of the research question contains the mechanisms of meaning. The contribution to the theory is that the mechanisms authenticity and self-efficacy have no effect on the impact of organizational pride on the experienced meaningfulness of work. The study of Rosso et al. (2010) argues that mechanisms of meaning are needed to underlie a relation between a source and experienced meaningfulness in work. This study presents that the mechanisms authenticity and self-efficacy are existing on a low level in the work that the respondents do. The respondents also argue that there is a need for more authenticity and self-efficacy, but the mechanisms authenticity and self-efficacy are not needed to underlie a relation between organizational pride and experienced meaningfulness in work for employees with blue collar jobs. It is possible that other mechanisms (Rosso et al., 2010) underlie the relation between organizational pride and the experienced meaningfulness of work.

In addition, this study also contributes to the literature about that greater good motivations not become visible by the answers that the respondents with blue collar jobs gave.

In the literature it was already known that greater good motivations is the indicator that is difficult to question (Steger, Dik & Duffy, 2012), but this study presents that workers with blue jobs are not able to provide answers about how the work that they do serves a greater purpose.

The concepts that are studied in this research are also expanded with additions. For organizational pride (Gouthier & Rhein, 2011) the literature is expanded with an addition to the cognitive comparison with not just looking at how the achievements of the company are, but also what the company contributes to world. For the experienced meaningfulness of work (Steger, Dik & Duffy, 2012), this research adapted three additions, appreciation, responsibility and alternation for the dimension positive meaning in work, whereas respondents argued that these aspects are important to experienced meaningfulness of work. The study of Steger, Dik and Duffy (2012) argues that positive meaning in work is set out in three indicators. This study presents that according to the respondents more aspects are important to experience meaningfulness in work than just the three indicators of positive meaning in work. This research adapts an indicator for the mechanism of meaning authenticity (Rosso et al., 2010). The new indicator, engagement workers in hiring new staff, researches in what way people have authenticity to decide things in the organization and the way they are engaged in decisions.

For practice, this research gives the management and the team leaders of the organization an insight about different aspects. First of all, for the organization it is interesting to see that the respondents are very proud to work for the organization and that the respondents are very proud to work for such a big company that is still a family company where individuals are people and not numbers. For the organization it is also interesting that respondents named multiple aspects of how the job that they do is experienced as meaningful. The respondents argue that working in teams with nice colleagues contributes to the experienced meaningfulness of work. Working in teams with nice colleagues and together trying to make the best of the shift are aspects that contribute to the experienced meaningfulness in work. Lastly, the work that the respondents do contributes to personal growth and development. The organization stimulates employees to develop themselves, which the respondents named as an aspect that is really important.

Respondents have the need to have more authenticity and self-efficacy in the work that they do. Authenticity and self-efficacy are present in the work that the respondents do, but to a low extent. Positive effects of adding authenticity and self-efficacy in the work that

employees do are studied in the literature. Literature argued that authenticity contributes to how the individuals see themselves and where they are able to in the work that they do (Gecas, 1991). Self-efficacy motivates to do as much as they can in the work that they do (Bandura, 1986, 1989). The respondents want to be more involved in the decisions that are made about the lines where they work. The employees on the lines have a lot of knowledge about the machines and the lines where they work. The employees are motivated to make the best of every shift, but want to be heard when they have ideas or feedback. When lines of machines have to be changed, involve the employees of that particular line and ask for their ideas before plans become definitive. Let the employees give their feedback and involve them more in the whole decision process. The feedback that the employees give is crucial to have an in-depth understanding of the particular line. Use this knowledge and provide feedback on the ideas that the different persons have. The decision process should be changed. Use more of the expertise and knowledge of the employees that work with the machines and the lines every shift. Show what is done with the ideas that they have and give them the feeling that the knowledge and the ideas that they have, are being heard and are needed to make decisions for the lines. A few respondents argued that they wanted to be more involved in the process of hiring new employees. The selection process should be more based on the opinion of the teams where the possible new employees work in. In this way, employees are more involved in the decision process and the employees who do their work in a good way are hired, not just the people who a good at job interviews.

Not all the aspects that were relevant for the organization, were relevant for this research. In order to also give the organization feedback on more aspects than just this research a document has been added (Appendix 14- extra recommendations for the organization).

A recommendation for future research is going to study how other types of jobs would answer these questions and how the relation between organizational pride and experienced meaningfulness in other types of work is. This research only studies blue collar workers (Lucas & Buzzanel, 2004) and it is interesting to compare how the relation between organizational pride and experienced meaningfulness in work is for pink- and white collar jobs (Ansberry, 2003; Gibson& Papa, 2000).

Another recommendation for future research is to study the impact of authenticity and self-efficacy (Rosso et al., 2010) more, on the work that people with blue collar jobs do. The respondents argued in their answers that there is a need to have more authenticity and self-

efficacy. This named aspect can be expanded with research about which aspects of authenticity and self-efficacy are important for employees with blue collar jobs in their work. After studying which aspects are needed to create a higher level of authenticity and self-efficacy, future research is needed about what a higher level of authenticity and self-efficacy contributes to the work that employees, with blue collar jobs, do. Four of the other mechanisms of meaning (Rosso et al., 2010) can be tested to see if and how these mechanisms underlie the relation between organizational pride (Gouthier & Rhein, 2011) and experienced meaningfulness of work (Steger, Dik & Duffy, 2012). The mechanism purpose (Rosso et al., 2010) cannot be tested while this mechanism discussed similar aspects as an indicator for experienced meaningfulness in work (Steger, Dik & Duffy, 2012).

Regarding to the three additions that this research provided for the indicator positive meaning in work for experienced meaningfulness of work (Steger, Dik & Duffy, 2012), future research could study if there are more additions that employees named which are important for the dimension positive meaning in work. The study of Steger, Dik and Duffy (2012) mentioned three indicators for positive meaning in work, but regarding to the analysis of this study, there are more aspects that are important for positive meaning in work. Future research could study more possible aspects that are important for positive meaning in work.

In general, further research can anticipate on this study to research how the thoughts and opinions of employees towards aspects in the organization or the organization itself, influences the experienced meaningfulness of work. In other words, not just researching how the experienced meaningfulness of work can be improved, but also study how thoughts and opinions of the employees in the organization influence the experienced meaningfulness of work.

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Appendix 1: Operationalization

The questions are explored through the different literature and the way this studies researched the central concepts. The researcher was also inspired by another master thesis of a student which researched also the concept experienced meaningfulness of work by using the study of Steger, Dik and Duffy (2012) and formulated an interview protocol with dutch questions (Pepping, D. J., 2017).

Concept	Dimension	Indicators	Questions
Organizational pride (Gouthier & Rhein, 2011).	Emotional organizational pride	Individual's need for affiliation toward the organization.	<ul style="list-style-type: none"> - In what way are you happy to be a member of this organization? - In what way do you have a feeling of joy to be part of this organization?
		Employees are proud of the achievements of their colleagues, their working group, or the company in general.	<ul style="list-style-type: none"> - Can you give an example of an event where Mars was most recently successful? - What were you feelings at this moment?
		Cognitive comparison between the actual achievements of the company and the employee's original expectations of how the organizational task is fulfilled by the company	<ul style="list-style-type: none"> - Can you explain in what way you are proud on what has the company achieved? - In what way do you have the feeling that the company is doing something for the society?
	Attitudinal organizational pride	Construct grounded in employee group membership	<ul style="list-style-type: none"> - In what way do you show your pride for the organization to others (family, colleagues etc.)
		Strong commitment towards the organization	<ul style="list-style-type: none"> - In what way are you proud to work for the company? - In what way do you contribute to the success of the company? - In what way are you proud of your contribution?

		In- depth understanding of the organization	<ul style="list-style-type: none"> - In what way do you have the feel that you have knowledge about the whole organization?
Experienced meaningfulness of work (Steger, Dik & Duffy, 2012)	Positive meaning in work	Work contributes to the meaning of life.	<ul style="list-style-type: none"> - Can you describe in which way your work contribute to the meaning of life? - Can you explain which aspects of your work makes your work meaningful?
		Meaningful aspects of job and career	<ul style="list-style-type: none"> - Can you describe in which way you experience your job and career as meaningful?
		Work with satisfying purpose	<ul style="list-style-type: none"> - In which way has your work a satisfying purpose?
	Meaning making through work	Work contributes to the personal growth	<ul style="list-style-type: none"> - In which way contributes your work to personal growth or development? - Can you explain in which way your work helps you to understand yourself better?
		Work helps to make sense of the world	<ul style="list-style-type: none"> - In which way helps your work you to make sense of the world around you?
	Greater good motivations	Work makes a positive difference in the world	<ul style="list-style-type: none"> - In which way makes the work that you do a positive difference for the community where you life? - In which way makes the work that you do a positive difference for the world?
		The work I do serves a greater purpose	<ul style="list-style-type: none"> - Can you explain how the work that you do serves a greater purpose?

Mechanism of meaning (Rosso et al., 2010).	Authenticity	Personal engagement	<ul style="list-style-type: none"> - In what way are you personally engaged in the decisions there are made by the organization? - In what way are you personally engaged in entering the changes that the organization wants?
	Self-efficacy	Autonomy	<ul style="list-style-type: none"> - In what way have you as an individual the opportunity to make changes in the organization?

Appendix 2: Interview protocol version 1

Allereerst hartelijk dank dat u mee wilt werken aan dit onderzoek. Dit onderzoek gaat over organizationele trots van medewerkers richting de organisatie en betekenisvol werk.

Allereerst heb ik een algemene vraag over uw werkzaamheden binnen Mars waarna er vragen worden gesteld over organizationele trots en betekenisvol werk. Om u een beter inzicht te geven wat de concepten precies inhouden volgt allereerst een uitleg over de concepten

Met organizationele trots bedoel ik

Met betekenisvol werk bedoel ik

Zijn beide concepten uw duidelijk of wilt u nog graag dat ik het uitleg met een voorbeeld?

Wanneer u een vraag niet geheel begrijpt kunt u dit natuurlijk uitleggen, ik probeer dan de vraag wat meer uit te leggen. Tussentijdse andere vragen kunnen ook altijd gesteld worden.

Is alles tot dus ver duidelijk?

Vindt u het goed als het interview wordt opgenomen om later te transcriberen?

We kunnen beginnen aan het interview.

1. General questions:

- Could you explain what your work entails?

2. Organizational pride

2.1 Emotional organizational pride

- Could you give an example of an event where Mars was most recently successful?
- What were you feelings in this moment?
- In what way you are happy to be a member of this organization?
- In what way do you have a feeling of joy to be part of this organization
- Could you explain in what way you are proud on what has the company achieved?
- In what way do you have the feeling that the company is doing something meaningful? (Something for the society).

2.2 Attitudinal organizational pride

- In what way are you proud to work for the company?
- In what way do you contribute to the success of the company?
- In what way are you proud of your contribution?

- In what way do you show your pride for the organization to others (family, colleagues etc.)

3. Experienced meaningfulness of work

3.1 Positive meaning in work

Contributing to my life's meaning

- Could you describe in which way your work contribute to the meaning of life?
- Could you explain which aspects of your work makes your work meaningful?

Meaningful job and career

- Could you describe in which way you experience your job and career as meaningful?

Satisfying purpose

- Could you describe or your work has a satisfying purpose?

3.2 Meaning making through work

Contributing to my personal growth

- In which way contributes your work to personal growth or development?
- Could you explain in which way your work helps you to understand yourself better?

The world around me make sense to the work

- Could you explain in which way your work helps you to make sense of the world around you and experience the work as meaningful?

3.3 Greater good motivations

Work makes a positive difference in the world

- In what extent makes the work that you do a positive difference for the community where you live or for the world?

The work I do serves a greater purpose

- Could you explain how the work that you do servers a greater purpose?

4. Added questions

- Which particular aspects of your work makes your work meaningful?
- Do you have the feeling that the pride that you have for the organization have effect on the way you work?

- Do you have the feeling that your organizational pride have an impact on the experienced meaningfulness work?

Appendix 3: Interview protocol version 2- English

Allereerst hartelijk dank dat u mee wilt werken aan dit onderzoek. Dit onderzoek gaat over organizationele trots van medewerkers richting de organisatie en het ervaren van werk als betekenisvol. Allereerst heb ik een algemene vraag over uw werkzaamheden binnen Mars waarna er vragen worden gesteld over organizationele trots en het ervaren van het werk als betekenisvol. Daarnaast volgen er een paar vragen over het proces wat een relatie legt tussen organizationele trots en het ervaren van werk als betekenisvol. Om u een beter inzicht te geven wat de concepten precies inhouden volgt allereerst een uitleg over de concepten.

Met organizationele trots bedoel ik een emotie of attitude die bijdraagt aan affectieve betrokkenheid (een relatie/ band voelen met de organisatie) van de medewerkers richting de organisatie en daarnaast het motiveren van medewerkers om meer te doen dat noodzakelijk van ze wordt verwacht.

Met betekenisvol werk bedoel ik werk dat een positieve betekenis heeft voor het individu en bijdraagt aan het creëren van een groter doel.

Met betekenisvolle processen bedoel ik processen die er voor zorgen dat er relaties ontstaan tussen twee bovengenoemde variabelen.

Zijn beide concepten uw duidelijk of wilt u nog graag dat ik het uitleg met een voorbeeld? Wanneer u een vraag niet geheel begrijpt kunt u dit natuurlijk aangeven, ik probeer dan de vraag wat meer uit te leggen. Tussentijdse andere vragen kunnen ook altijd gesteld worden.

Is alles tot dus ver duidelijk?

Vindt u het goed als het interview wordt opgenomen om later te transcriberen?

We kunnen beginnen aan het interview.

5. General questions:

- Could you explain what your work entails?

6. Organizational pride

2.1 Emotional organizational pride

2.1.1 Individual's need for affiliation toward the organization

- In what way are you happy to be a member of this organization?
- In what way do you have a feeling of joy to be part of this organization?

2.1.2 Employees are proud of the achievements of their colleagues, their working group, or the company in general.

- Can you give an example of an event where Mars was most recently successful?
- What were you feelings at this moment?

2.1.3 Cognitive comparison between the actual achievements of the company and the employee's original expectations of how the organizational task is fulfilled

- Can you explain in what way you are proud on what has the company achieved?
- In what way do you have the feeling that the company is doing something for the society?

2.2 Attitudinal organizational pride

2.2.1 Construct grounded in employee group membership

- In what way do you show your pride for the organization to others (family, colleagues etc.)

2.2.2 Strong commitment towards the organization

- In what way are you proud to work for the company?
- In what way do you contribute to the success of the company?
- In what way are you proud of your contribution?

2.2.3 In-depth understanding of the organization

- In what way do you have the feel that you have knowledge about the whole organization?

7. Experienced meaningfulness of work

3.1 Positive meaning in work

3.1.1 Work contributes to the meaning of life.

- Can you describe in which way your work contribute to the meaning of life?
- Can you explain which aspects of your work makes your work meaningful?

3.1.2 Meaningful aspects of job and career

- Can you describe in which way you experience your job and career as meaningful?

3.1.3 Work with satisfying purpose

-In which way has your work a satisfying purpose?

3.2 Meaning making through work

3.2.1 Work contributes to the personal growth

- In which way contributes your work to personal growth or development?
- Can you explain in which way your work helps you to understand yourself better?

3.2.2 Work helps to make sense of the world

- In which way helps your work you to make sense of the world around you?

3.3 Greater good motivations

3.3.1 Work makes a positive difference in the world

- In which way makes the work that you do a positive difference for the community where you live?
- In which way makes the work that you do a positive difference for the world?

3.3.2 The work I do serves a greater purpose

- Can you explain how the work that you do serves a greater purpose?

8. Mechanism of meaning

4.1 Authenticity- Personal engagement

- In what way are you personally engaged in the decisions there are made by the organization?
- In what way are you personally engaged in entering the changes that the organization wants?

4.2 Self-efficacy- Autonomy

- In what way have you as an individual the opportunity to make changes in the organization?

Appendix 4: Interview protocol version 3- Nederlands

Allereerst hartelijk dank dat u mee wilt werken aan dit onderzoek. Dit onderzoek gaat over organizationele trots van medewerkers richting de organisatie en het ervaren van werk als betekenisvol.

De antwoorden die u geeft worden met alle zorgvuldigheid behandeld. Uw naam wordt niet genoemd, alleen de lijn waar u werkt.

Vindt u het goed als het interview wordt opgenomen om later te transcriberen? Het transcript van dit interview laat ik eerst aan u lezen voordat ik het verder verwerk in mijn onderzoek.

De antwoorden die u geeft worden zorgvuldig verwerkt en niet verspreid. Kijk gedeelte van dit interview worden gebruikt in mijn onderzoek om overeenkomsten en verschillen aan te duiden tussen de theorie en de praktijk. De organisatie krijgt alleen het resultaten hoofdstuk te lezen en niet het gehele interview.

Allereerst heb ik een algemene vraag over uw werkzaamheden binnen Mars waarna er vragen worden gesteld over organizationele trots en het ervaren van het werk als betekenisvol.

Daarnaast volgen er een paar vragen over het proces wat een relatie legt tussen organizationele trots en het ervaren van werk als betekenisvol. Om u een beter inzicht te geven wat de concepten precies inhouden volgt allereerst een uitleg over de concepten.

Met organizationele trots bedoel ik een emotie of attitude die bijdraagt aan affectieve betrokkenheid (een relatie/ band voelen met de organisatie) van de medewerkers richting de organisatie en daarnaast het motiveren van medewerkers om meer te doen dat noodzakelijk van ze wordt verwacht.

Met betekenisvol werk bedoel ik werk dat een positieve betekenis heeft voor het individu en bijdraagt aan het creëren van een groter doel.

Met betekenisvolle processen bedoel ik processen die er voor zorgen dat er relaties ontstaan tussen organizationele trots en het ervaren van werk als betekenisvol .

Zijn beide concepten uw duidelijk of wilt u nog graag dat ik het uitleg met een voorbeeld? Wanneer u een vraag niet geheel begrijpt kunt u dit natuurlijk aangeven, ik probeer dan de vraag wat meer uit te leggen. Tussentijdse andere vragen kunnen ook altijd gesteld worden.

Is alles tot dus ver duidelijk?

We kunnen beginnen aan het interview.

1.General questions:

- Op welke lijn werkt u?
- Wat houdt uw werk in?

2. Organizational pride

2.1 Emotional organizational pride

2.1.1 Individual's need for affiliation toward the organization

- Op welke manier bent u blij om een medewerker te zijn van deze organisaties?
- Op welke manier voelt u een gevoel van vreugde om onderdeel te zijn van deze organisatie?

2.1.2 Employees are proud of the achievements of their colleagues, their working group, or the company in general.

- Kunt u een voorbeeld geven van een recentelijke gebeurtenis die succesvol was voor Mars?
- Wat deed deze gebeurtenis met u? Hoe voelde u zich bij deze gebeurtenis?

2.1.3 Cognitive comparison between the actual achievements of the company and the employee's original expectations of how the organizational task is fulfilled

- Op welke manier bent u trots op de prestaties van de organisatie?
- Op welke manier heeft u het gevoel dat de organisatie bijdraagt aan de maatschappij?

2.2 Attitudinal organizational pride

2.2.1 Construct grounded in employee group membership

- Op welke manier laat u uw trots richting de organisatie zien aan andere in uw omgeving. Denk hierbij aan familie, collega's etc.

2.2.2 Strong commitment towards the organization

- Op welke manier bent u trots om te werken voor de organisaties?
- Op welke manier draagt u bij aan het succes van de organisatie?
- Op welke manier bent u trots op uw bijdrage?

2.2.3 In-depth understanding of the organization

- In welke mate heeft u het gevoel dat u kennis en inzicht heeft in de gehele organisatie?

3. Experienced meaningfulness of work

3.1 Positive meaning in work

3.1.1 Work contributes to the meaning of life.

- Op welke manier draagt het werk dat u doet bij aan de betekenis van het leven?
- Welke aspecten van uw werk maakt uw werk betekenisvol?

3.1.2 Meaningful aspects of job and career

- Op welke manier ervaart u uw baan en carrière als betekenisvol?

3.1.3 Work with satisfying purpose

- In welke mate heeft uw werk een doel dat u bevredigt?

3.2 Meaning making through work

3.2.1 Work contributes to the personal growth

- Op welke manier draagt uw werk bij aan persoonlijke groei en persoonlijke ontwikkeling?
- Op welke manier draagt uw werk bij aan het beter begrijpen van uzelf?

3.2.2 Work helps to make sense of the world

- In hoeverre helpt uw werk u de wereld om u heen beter te begrijpen?

3.3 Greater good motivations

3.3.1 Work makes a positive difference in the world

- Op welke manier maakt het werk dat u doet een positief verschil in de gemeenschap waarin u leeft?
- Op welke manier maakt het werk dat u doet een positief verschil voor de wereld?

3.3.2 The work I do serves a greater purpose

- Op welke manier draagt het werk dat u doet bij aan groter doel?

4. Mechanism of meaning

4.1 Authenticity- Personal engagement

- In hoeverre bent u persoonlijk betrokken in de beslissingen die genomen worden door de organisaties?
- In hoeverre bent u persoonlijk betrokken in het implementeren en invoeren van de veranderingen die de organisatie wilt doorvoeren?

4.2 Self-efficacy- Autonomy

- Op welke manier heeft u als individu de kans om aspecten in de organisaties te veranderen?

Dit waren de vragen.

Heeft u nog vragen en of opmerkingen omtrent dit interview?

Nogmaals hartelijk dank voor uw medewerking!

Appendix 5: Interview protocol version 4- Nederlands

Vindt u het goed als het interview wordt opgenomen om later te transcriberen? Het transcript van dit interview laat ik eerst aan u lezen voordat ik het verder verwerk in mijn onderzoek.

Allereerst nogmaals hartelijk dank dat u mee wilt werken aan dit onderzoek. Dit onderzoek gaat over organizationele trots van medewerkers richting de organisatie en het ervaren van werk als betekenisvol.

De antwoorden die u geeft worden met alle zorgvuldigheid behandeld. Uw naam wordt niet genoemd, alleen de lijn waar u werkt.

De antwoorden die u geeft worden zorgvuldig verwerkt en niet verspreid. Een klein gedeelte van dit interview worden gebruikt in mijn onderzoek om overeenkomsten en verschillen aan te duiden tussen de theorie en de praktijk. De organisatie krijgt alleen het resultaten hoofdstuk te lezen en niet het gehele interview.

Allereerst heb ik een algemene vraag over uw werkzaamheden binnen Mars waarna er vragen worden gesteld over organizationele trots en het ervaren van het werk als betekenisvol.

Daarnaast volgen er een paar vragen over het proces wat een relatie legt tussen organizationele trots en het ervaren van werk als betekenisvol. Om u een beter inzicht te geven wat de concepten precies inhouden volgt allereerst een uitleg over de concepten.

Met organizationele trots bedoel ik een emotie of attitude die bijdraagt aan affectieve betrokkenheid (een relatie/ band voelen met de organisatie) van de medewerkers richting de organisatie en daarnaast het motiveren van medewerkers om meer te doen dat noodzakelijk van ze wordt verwacht.

Met betekenisvol werk bedoel ik werk dat een positieve betekenis heeft voor het individu en bijdraagt aan het creëren van een groter doel. Betekenisvol werk is de waarde van het feit dat je dit werk doet voor je als individu voor hoe je in het leven staat. Je zou kunnen denken aan wanneer je ontslag zou krijgen wat je dan verliest in je werk, wat je dan kwijt bent. Afgezien van het financiële gedeelte. Wat betekent het dat je hier werkt voor je als individu.

Met betekenisvolle processen bedoel ik processen die er voor zorgen dat er relaties ontstaan tussen organizationele trots en het ervaren van werk als betekenisvol .

Zijn beide concepten uw duidelijk of wilt u nog graag dat ik het uitleg met een voorbeeld? Wanneer u een vraag niet geheel begrijpt kunt u dit natuurlijk aangeven, ik probeer dan de vraag wat meer uit te leggen. Tussentijdse andere vragen kunnen ook altijd gesteld worden.

Is alles tot dus ver duidelijk?

We kunnen beginnen aan het interview.

1.General questions:

- Op welke lijn werkt u?
- Wat houdt uw werk in?
- Wat zijn uw taken?

5. Organizational pride

2.1 Emotional organizational pride

2.1.1 Individual's need for affiliation toward the organization

- Op welke manier bent u blij om een medewerker te zijn van deze organisaties?
- Op welke manier voelt u een gevoel van vreugde om onderdeel te zijn van deze organisatie?

2.1.3 Cognitive comparison between the actual achievements of the company and the employee's original expectations of how the organizational task is fulfilled

- Op welke manier bent u trots op de prestaties van de organisatie?
- Op welke manier heeft u het gevoel dat de organisatie bijdraagt aan de maatschappij?

2.1.2 Employees are proud of the achievements of their colleagues, their working group, or the company in general.

- Kunt u een voorbeeld geven van een recentelijke gebeurtenis die succesvol was voor Mars als organisatie? Kan zowel intern in de fabriek zelf zijn als extern het bedrijf.
- Wat deed deze gebeurtenis met u? Hoe voelde u zich bij deze gebeurtenis?

2.2 Attitudinal organizational pride

2.2.2 Strong commitment towards the organization

- Op welke manier bent u trots om te werken voor de organisaties?
- Op welke manier draagt u bij aan het succes van de organisatie?
- Wat doet u meer dan er van u wordt verwacht in uw taak?
- Op welke manier bent u trots op uw bijdrage?

2.2.1 Construct grounded in employee group membership

- Op welke manier laat u uw trots richting de organisatie zien aan andere in uw omgeving. Denk hierbij aan familie, collega's etc.
- Heeft u wel eens iemand op sollicitatie gesprek gestuurd?

2.2.3 In-depth understanding of the organization

- In welke mate heeft u het gevoel dat u kennis en inzicht heeft in de gehele organisatie?
- En van uw lijn?

3. Experienced meaningfulness of work

3.1 Positive meaning in work

3.1.1 Work contributes to the meaning of life.

- Op welke manier draagt het werk dat u doet bij aan de betekenis van het leven in het algemeen?
- Welke aspecten van uw werk maakt uw werk betekenisvol?
- Stel dat je morgen wordt ontslagen. Wat mis je dan aan je werk? Uitgezonderd van het geld dat je hier verdient.

3.1.2 Meaningful aspects of job and career

- Op welke manier ervaart u uw baan en carrière als betekenisvol?

3.1.3 Work with satisfying purpose

- In welke mate heeft uw werk een doel dat u bevredigt?

3.2 Meaning making through work

3.2.1 Work contributes to the personal growth

- Op welke manier draagt uw werk bij aan persoonlijke groei en persoonlijke ontwikkeling?
- Op welke manier draagt uw werk bij aan het beter begrijpen van uzelf?

3.2.2 Work helps to make sense of the world

- In hoeverre helpt uw werk u de wereld om u heen beter te begrijpen?

3.3.2 The work I do serves a greater purpose

- Op welke manier draagt het werk dat u doet bij aan groter doel?

3.3 Greater good motivations

3.3.1 Work makes a positive difference in the world

- Op welke manier maakt het werk dat u doet een positief verschil in de gemeenschap waarin u leeft?

- Op welke manier maakt het werkt dat u doet een positief verschil voor de wereld?

4 Mechanism of meaning

4.1 Authenticity- Personal engagement

- In hoeverre bent u persoonlijk betrokken in de beslissingen die genomen worden door de organisaties?
- In hoeverre bent u persoonlijk betrokken in het implementeren en invoeren van de veranderingen die de organisatie wilt doorvoeren?

4.2 Self-efficacy- Autonomy

- Op welke manier heeft u als individu de kans om aspecten in de organisaties te veranderen?

Dit waren de vragen.

Heeft u nog vragen en of opmerkingen omtrent dit interview?

Nogmaals hartelijk dank voor uw medewerking!

Appendix 6: Initial template

1. Organizational pride

1.1 Emotional organizational pride

- 1.1.1 Individual's need for affiliation toward the organization
- 1.1.2 Employees are proud of the achievements of their colleagues, their working group, or the company in general
- 1.1.3 Cognitive comparison between the actual achievements of the company and the employee's original expectations of how the organizational task is fulfilled by the company

1.2 Attitudinal organizational pride

- 1.2.1 Construct grounded in employee group membership
- 1.2.2 Strong commitment towards the organization
- 1.2.3 In- depth understanding of the organization

2. Experienced meaningfulness of work

2.1 Positive meaning in work

- 2.1.1 Work contributes to the meaning of life
- 2.1.2 Meaningful aspects of job and career
- 2.1.3 Work with satisfying purpose

2.2 Meaning making through work

- 2.2.1 Work contributes to the personal growth
- 2.2.2 Work helps to make sense of the world

2.3 Greater good motivations

- 2.3.1 Work makes a positive difference in the world
- 2.3.2 The work I do serves a greater purpose

3. Mechanisms of meaning

3.1 Authenticity

- 3.1.1 Personal engagement

3.2 Self- efficacy

- 3.2.1 Autonomy

Appendix 7: Template

1. Organizational pride

1.1 Emotional organizational pride

- 1.1.1 Individual's need for affiliation toward the organization
- 1.1.2 Employees are proud of the achievements of their colleagues, their working group, or the company in general
- 1.1.3 Cognitive comparison between the actual achievements of the company and the employee's original expectations of how the organizational task is fulfilled by the company. + Organization makes a positive difference in the world

1.2 Attitudinal organizational pride

- 1.2.1 Construct grounded in employee group membership
- 1.2.2 Strong commitment towards the organization
- 1.2.3 In- depth understanding of the organization

2. Experienced meaningfulness of work

2.1 Positive meaning in work

- 2.1.1 Work contributes to the meaning of life
- 2.1.2 Meaningful aspects of job and career
- 2.1.3 Work with satisfying purpose
- 2.1.4 Appreciation towards the employee
- 2.1.5 Responsibility of the employee
- 2.1.6 Alternation of the work

2.2 Meaning making through work

- 2.2.1 Work contributes to the personal growth
- 2.2.2 Work helps to make sense of the world

2.3 Greater good motivations

- 2.3.1 Work makes a positive difference in the world
- 2.3.2 The work I do serves a greater purpose
- 2.3.3 The work I do serves a greater purpose for Mars

3. Mechanisms of meaning

3.1 Authenticity

- 3.1.1 Personal engagement
- 3.1.2 Personal engagement employees in hiring new staff

3.2 Self- efficacy

3.2.1 Autonomy