

“To what degree is there a link between Task-Orientated
Organizational Culture and Job Satisfaction within the Food
and Beverage Sector?”

Capstone Project

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Abstract:

Job satisfaction and its influences is one of the most popular studies within the business world, particularly human resource management practice. Organizational culture, specifically task-orientated organizational culture, and its effect on job satisfaction within the food and beverage sector is grossly understudied, thus the primary objective of this research is to contribute to academic discussion surrounding this topic and aid in the filling of this research gap. Secondly, this study has identified core components of task-orientated organizational culture that possess influence on job satisfaction. Lastly, this research encourages the creation of the beginnings of an answer to the degree and nature of relationship between job satisfaction and task-orientated organizational culture within the food and beverage sector. This study was conducted using Likert scaled (see appendix A, illustration 1) quantitative surveys to assess the impact of task-orientated organizational culture on job satisfaction, later the mediators' effects (task autonomy, organizational support) on this relationship. Data was gathered and later analysed using Pearson' Correlation via use of SPSS software. Surprising links were discovered between job satisfaction, task-orientated organizational culture, task autonomy and organizational support. Results show that task-orientated organizational culture and job satisfaction possess no relationship, but task autonomy as a mediator alters this relationship to a strong negative one. Contrarily, organizational support as a mediator morphs this relationship to a moderate positive relationship all within the food and beverage sector.

Keywords: Job Satisfaction, Task-Orientated Organizational Culture, Task Autonomy, Organizational Support.

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Introduction:

This research aims to address the question surrounding the degree of the link between task-orientated organizational culture and job satisfaction with task autonomy and organizational support as mediating variables within the food and beverage sector. It is hypothesized that a strong, positive relationship exists between task-orientated organizational culture and job satisfaction with mediating variables consequent of influence from previously conducted studies. These works include a study between tasks and job satisfaction performed by Liu and Cho (Liu and Cho, 2011) and theories surrounding job satisfaction like Vroom's (Vroom, cited in Aziri, 2011). However, a prominent space exists in research surrounding the nature and degree of relationship between task-orientated organizational culture and job satisfaction, particularly with task autonomy and organizational support as mediating variables. Many studies, such as that by MacIntosh and Doherty (MacIntosh and Doherty, 2010) highlight that a relationship exists between variables however the nature of the relationship is not examined, thus this study intends to address the gap. Furthermore, the food and beverage sector is often overlooked as a site of study. This study will be conducted through use of quantitative surveys with Likert scales. The surveys' desired effect is to assess the impact of task-orientated organizational culture on participants job satisfaction levels, and to further establish the impact of task autonomy and organizational support on satisfaction levels as relationship mediators. These surveys will be given to participants currently working within the food and beverage sector, including restaurants, bars, cafes and so forth in Ireland. The nature and strength of relationships within this study will be derived from these results, with later interpretation of these results to the wider context of this research. SPSS software will then be utilized to conduct Pearson Correlation tests between variables. Pearson's Correlation will be adopted as it accurately reveals the degree and type of nature between variables and has proven to be a reliable mathematical formula. Concurrent T-tests will be performed after with intent of verifying the credibility of these results, and later their applicability to the wider population outside of the sample. This will be conducted to verify the integrity of findings. Overall, this study aims to achieve a deeper understanding of the impact of task-orientated organizational culture on job satisfaction within the food and beverage sector in Ireland. This comprehension may lead to prevention of problems such as turnover,

absenteeism and workplace deviance and can allow managers to increase employees job satisfaction levels by acknowledging the effects of this workplace culture and behaving accordingly. The information within this study may prove useful to managers or business owners outside of the food and beverage sector also, provided their organization possesses a task-orientated organizational culture.

Literature Review:

Conceptual Framework

Many studies suggest that job satisfaction and undesirable outcomes for the organization such as absenteeism and staff turnover have a negative relationship, however ideas such as the path-goal theory emerged to justify research in this area (Lawler, E and Porter, 1967a). The path-goal theory focuses on the meeting of the needs of the employees. Its relevance to the study of job satisfaction is quite significant; it increases opportunities for satisfaction with work to flourish. This is done by showing empathy and consideration for employees and providing organizational support (Downey, Sheridan and Slocum, 1985). Variables such as leadership, task structure, pay and the job on a general scale are often utilized in studies (Malik, Hassan and Aziz, 2011). Following this logic, if an employee states that are satisfied with their job it raises the assumption that their needs have been satisfied from having that job, and from factors correlated with that job such as duties, relationships with colleagues and management, expected outcomes of work and so forth (Lawler, E and Porter, 1967b). Relating this to the site of study, the food and beverage sector, it is found that achievement orientated leadership, a branch of path-goal leadership styles, is predominant. This means that tasks are set for staff with an expectation of completion to the highest standard, however this does not contribute to the promotion of job satisfaction of employees (Liu and Cho, 2011). This gives rise to the assumption that task-orientated organizational culture may not promote job satisfaction in the food and beverage sector. Another impetus for the pursuit of study in the area of job satisfaction and its relationship to variables such as organizational culture arises very simply from the persistence of humanity and the elusive nature of this field of research. Basic logic and human conscience points to the assumption that job satisfaction 'should' possess very simple

relationships with other variables such as job performance, absenteeism, employee engagement and so forth. Human persistence can lead to a feeling of quest and extended motivation for uncovering a higher truth or greater scholarly knowledge. This satisfies the human need to feel and be perceived as important and relevant with reference to that specific area of academia (Iaffaldano and Muchinsky, 1985).

Job Satisfaction

Job satisfaction has various interpretations, however there is still no set definition. It has been thought of as the sum of evaluations based on the intricate components of the job itself (Scarpello and Campbell, 1983). Other definitions are based around well-known theories such as Maslow's Hierarchy, illustrated as

Job satisfaction is the individual matching of a person's needs to the perceived potential of the occupation for satisfying those needs.

Kuhlen, cited in Liu *et al* (2016, pg 86).

Similarly, regarding Herzberg's Two Factor theory of job satisfaction has been comprehended as very simply the positive feeling an employee has about their work (Liu *et al*, 2016). Other theorists such as Vroom have linked job satisfaction to the duties or role the employee presently occupies. Therefore, job satisfaction are positive feelings towards the specific function, team, or department the employee is a member of (Vroom, cited in Aziri, 2011). Interestingly, job satisfaction is believed to be comprised of cognitive, behavioral, and affective attitudes towards work. For the study at hand, it indicates that job satisfaction within the food and beverage sector may not only produce positive behaviors, but the employee may also be emotionally attached to the organization, hence a positive affective state and therefore more satisfied. Following from this, it is also believed that social attitudes, allowing social to be employees and attitudes to be cognitive, behavioral and affective, are weak predictors of human behavior, however job satisfaction as a social attitude is a reliable tool for predicting staff behaviors in the workplace such as retention, commitment and performance (Judge, *et al.*, 2020 b). This raises the question that although employees may be satisfied within culturally task-orientated organizations within the food and beverage sector, behaviors can still be unpredictable to an extent. Addressing organizational culture,

many authors believe that multiple variables are affected, such as relationships with clients and staff. On a general level, it is proposed organizational culture and job satisfaction possess a relationship. This relationship is regarded as a direct relationship; it also found that culture can directly influence the intent of the employee to leave (MacIntosh and Doherty, 2010). Organizational culture's influence on turnover intention is important as culture can be regarded as a static variable; it is not easily changed. Turnover intention is not static. Within the above study conducted by MacIntosh and Doherty (ibid), other influenced factors have been disregarded based on importance. The study's priority was on reducing turnover, and organizational culture's effect on such. The relationship is also speculated to be a positive relationship, again the variables are directly linked. In this case, the variables in question are again organizational culture and staff retention (Diaz and Rhodes, 2018).

Organizational Culture

There are many different definitions, or thoughts, of organizational culture in existence today that have been developed and refined over time. It is thought to incorporate shared values and beliefs, leading on to be a behavioral guideline for those within the organization (Davis, cited in Martin,) a set of shared understandings amongst a particular community (ibid). Writers have also likened the concept of organizational culture to the socialization of employees into specific thinking and behavior patterns in accordance with a set of shared values, norms and beliefs that characterize a specific organization (Kummerow and Kirby, 2014). It is commonly accepted that culture touches upon and impacts many aspects within an organization, from processes to employees. One of the most recognized interpretations of organizational culture is that of Schein whereby

Organizational culture is defined as a pattern of shared assumptions as learning to overcome external problems and internal integration, taught to members of the organization as a correct way to understand, think and feel the problem.

Cited in Sri *et al*, (2020 pg 3344).

Furthermore, organizational culture has been studied in macroanalytical and microanalytical fields.

Macroanalytical assumptions of organizational culture suggest that culture is composed of rites and passages learned from outcomes, also that culture can be compared to microeconomic organizational structures. On the other hand, microanalytical expressions of organizational culture encompass a lack of connect between attitudes and behavior, also that deeper understanding of culture can be derived through exploration beyond exterior phenomena (Ouchi and Wilkins, 1985). There is a direct and positive link present between organizational culture and job satisfaction according to a study conducted by Belias and Koustelios (2014). Therefore, positive experiences of organizational culture give way to higher levels of satisfaction within staff, while negative experiences of organizational culture can lead and accurately predict negative levels of job satisfaction (ibid). A study conducted by Sabri, Ilyas and Amjad (2011) supported this with findings indicating that organizational culture and job satisfaction are positively related, additionally it can affect other variables such as performance (Sabri, Ilyas and Amjad, 2011). Organizational culture within the food and beverage sector is found to be customer focused, in that the outcome of tasks is aimed at the improvement of customer satisfaction (Brodbeck, *et al*, 2004). This is a fundamental finding to the research project at hand as it suggests that indeed task-orientated organizational culture is predominant within the food and beverage sector, however the primary motive is customer satisfaction and retention.

Organizational Culture Types

Interestingly, deeper analysis has been conducted into whether specific organizational culture types impact job satisfaction. It has been shown that differing organizational culture types not only harbor a direct relationship with job satisfaction, but the individual types create specific job satisfaction levels (Janićijević, *et al*, 2018). Progressive, positive relationships have been highlighted in many studies surrounding job satisfaction and organizational culture also (Fatima, 2016). It was additionally noted that job satisfaction levels amongst employees were higher in non-hierarchical cultures (Lund, 2003). Non-hierarchical cultures have a flatter structure, in that there are little overheads. The chain of command is shorter. With reference to the research question, Roger Harrison in 1972 developed a theory surrounding distinct organizational culture structures.

The task-oriented organization is one in which achievement of the task is valued above all else. Nothing is allowed to stand in the way of task accomplishment. If, for example, established authority is a problem, it is challenged; if roles, rules, and regulations are outmoded, they are changed; if employees have inadequate skills or technical knowledge, they are retrained, or replaced.

Kummerow and Kirby (2014, pg 109).

Nothing interferes with task accomplishment. Task-orientated organizations are also non-hierarchy focused, meaning that there are often little overheads. This supports the assumption in research that task-orientated organizational culture and job satisfaction possess a direct positive relationship. Task-orientated organizational culture harbors specific characteristics. It incorporates an ethos of task-person fit, meaning that the right individual or group acquires the task or tasks most appropriate to them. This is to generate the highest possible standard of completion. Furthermore, there is a core focus on 'functions' within organizations and an apparent lack of cross-functionality exists, indicating that once a task is assigned it requires individual responsibility (Kane-Urrabazo, 2006). A positive relationship has been recorded between job satisfaction and organizational culture, in particular task culture by Roos and Van Eeden (ibid). Interestingly, this correlation also existed between task culture and employee's intrinsic motivation, motivation that is not created by environmental factors, within the workplace. This additionally raises speculation surrounding the effect of task culture on other elements contributing employees' satisfaction.

Task-Orientated Organizational Culture

To begin with focus on the topic of this research, studies suggest that tasks within a task-oriented work culture are positively and strongly related to levels of job satisfaction (Griffin, 1982). Further studies again show degrees of satisfaction were linked to tasks. It is worth noting that if tasks were found to be 'illegitimate' to the role (I.e, not a core duty) a not particularly strong negative relationship ensued (Omansky *et al*, 2016). Regarding 'legitimate tasks' employees felt better about their jobs and overall, and more satisfied with their occupations when completing tasks presented to them (Bogićević Milikić and Čučković, 2019). The impact of illegitimate tasks within task-orientated organizational culture on job satisfaction is significant. Illegitimate tasks can impede on one's professional identity in that

an employee's expectation of what can be reasonably asked of them is breached. To illustrate this with an example, an administrative assistant being asked to complete a sales report. Contrarily, illegitimacy can arise from possible perceptions of the credibility of the task. Should tasks be viewed as unnecessary, or downright good for nothing and its existence is questioned, notable negative impacts will appear on job satisfaction. The same logic applies if one is asked to complete a task above one's skill level. Employee's confidence may drop, and fear of repercussion begins hence negatively affecting job satisfaction due to incurred work-related stress (Eatough, *et al*, 2016). This suggests that the completion of core, or legitimate, duties create a sense of belonging and significance within staff, a clear antecedent of job satisfaction. Positive and direct relationships have also been highlighted by researchers such as Miao between task completion and job satisfaction (Miao, 2011 a). This poses the theory that the focus on task completion within task culture is an essential factor in establishing, maintaining, and increasing job satisfaction levels amongst staff, especially within the food and beverage sector. It also assumes that there is a risk of lower satisfaction levels amongst staff if a high number of illegitimate tasks are being asked. Researchers known as Folami and Bline (2012) have found a positive and direct link between task complexity, which encapsulates task autonomy, task identity, task significance, task feedback and task variety, and job satisfaction. It is also noted this relationship is very strong (*ibid*) in accordance with Pearson's correlation. Pearson's correlation is a mathematical formula used to examine the strength and nature of relationships between two variables (Jaadi, 2019).

Task-Orientated Organizational Culture within the Food and Beverage sector

Investigations have been conducted into the existence of a task-orientated work culture within the food and beverage industry. Fine executed an observational study in 1992 in Minnesota as to the presence and utility of a task-orientated organizational culture within restaurants. It was found that a task-orientated work culture does exist in restaurants, especially surrounding food presentation (*ibid*). This is important as it relates to the point made previously surrounding the motive for task-orientated organizational culture. It raises the assumption that the primary reason this culture is predominant within the food and beverage sector is to improve customer satisfaction, hence why food presentation must be to

an expected standard. Within the beverage sector, Starbucks is found to have task-centered ideologies in order to increase levels of satisfaction with reference to customer service experience. Again, this is correlated to the nature of the work (Goh, *et al* 2020). Task-centered work culture is also found within the fast-food industry. This was discovered through use of a questionnaire, and it was found that a focus on tasks was implemented in order to improve efficiency and has a correlation to the job design; in that the work is repetitive and low-skilled (Ogbu, *et al*, 2019). Research also shows that task-centered culture is found within the food-processing industry however there is a strong lack of speculation surrounding the degree of job satisfaction experienced by staff within this culture (Akkerman and Van Donk, 2009). Task-orientated work culture is additionally found on a broader level within the beverage industry however there is an apparent lack of research repeated surrounding the job satisfaction of workers, particularly with mediating variables such as task autonomy and organizational support (Kuforiji, Egwakhe, and Binuyo, 2019).

Task Autonomy as a Mediating Variable

Deeper analysis has been conducted into using the perception of task autonomy as the first mediating variable between job satisfaction and a task-orientated organizational culture. Task autonomy can be described as work-related freedom, in that the employee has control over the completion process. This includes how is it completed, when it is completed and where it is completed, if applicable. The employee is also free to use any resources be them monetary or material to ensure successful completion ensues. Task autonomy encapsulates the task priority of the employee, in that the employee is free to prioritize delegated duties as they see fit. It has been shown that task autonomy significantly increases job satisfaction and can even act as a motivator to employees (Langfred and Moye, 2004). Further studies show that these variables are directly correlated, and this link is a positive one (Kim *et al*, 2019) additionally, task perception not only affects job satisfaction it can also produce it. Interestingly, Taylor, Bradley and Nyugen have recorded this relationship as being progressive, in that as job satisfaction levels increase, the degree of task autonomy present also rises (*ibid*). It is assumed that task autonomy is an effective mediator because it arouses feelings of competence within the employee upon completion of tasks, thus leading to overall job satisfaction (Saragih, 2015). The chosen conditions, method and timeframe whereby task

autonomy is allocated from employer to employee also has a relationship with job satisfaction. When these factors are diminished, job satisfaction falls and vice versa (Naqvi, *et al.*, 2013). Further investigations have confirmed a positive relationship between task autonomy and job satisfaction; however, it is highlighted that this relationship had influencing factor; an outstanding factor being work/life balance (Gözükara, and Çolakoğlu, 2016). There is a progressive relationship noted within this study between work/life balance and job satisfaction, whereby if the employee possesses positive work/life balance higher levels of job satisfaction are felt. Alternatively, negative work/life balance allows for lower levels of job satisfaction to be experienced by staff.

Organizational Support as a Mediating Variable

Organizational support has also shown to be an effective mediator. Cullen and others demonstrated within a study that organizational support has the capabilities to be an effective mediator and was later proven (Cullen, *et al.*, 2014). It also promotes positive work outcomes such as satisfaction, engagement, and retention, particularly when used as a mediator between variables (Gillet, *et al.*, 2013). A strong, positive relationship has additionally been recorded between job satisfaction and organizational support both as an independent variable and as a mediating variable (Wen, Huang and Hou, 2019). Interestingly, it has been found that organizational support not only fully supports and enhances the direct and progressive relationship with job satisfaction, but it is also particularly effective as a mediating variable when coupled with tasks. Job satisfaction with tasks increases when mediated by perceived organizational support (Bogler and Nir, 2012). When coupled with specific work cultures, organizational support also acts as a strong mediator. Within this study conducted by Yoon and Thye, it is suggested that this effect is stronger when organizational support is paired with a task-orientated work culture as a mediating variable (Yoon and Thye, 2002). A positive, direct relationship has also been recorded between job satisfaction and organizational support by researchers Ahmad and Yekta (Ahmad and Yekta, 2010). Interestingly, this relationship was found to be influenced by other factors identified in another study. The relationship was positive, however influencing factors included the exertion of transactional leadership by higher ups, the level of education within and available to staff additionally the varying levels of organizational commitment experienced by workers (Mahmoud, 2008). Organizational support is relevant when looking at task-orientated culture

as it provides the backbone of the culture amongst other variables such as task autonomy. As outlined, organizational support mediates the relationship between task-orientated organizational culture and job satisfaction. It raises the assumption that should staff receive little to no organizational support when completing tasks, job satisfaction will decrease, and the standard of work produced should decrease also. Therefore, staff need organizational support as to the completing and completion of tasks making it a fundamental element of this study.

Research Question and Objectives:

Within the preceding literature review, there appears to a gap within research as to the degree of the relationship between job satisfaction and a task-oriented culture when perceived task autonomy and organizational support are used as mediating variables. It is evident from the above studies such as Griffin's (1982) that there is a space in research surrounding the nature and strength of the correlation between task-orientated organizational culture and job satisfaction. There is also lack of consideration for mediating variables such as task autonomy and organizational support. This can be seen in studies such as Eatough's (2016). This is particularly applicable to the food and beverage industry. For example, Caldwell and O'Reilly investigated the correlation between job satisfaction and a task-oriented culture when task perception itself is mediating the relationship between task-orientated organizational culture and job satisfaction, however the degree to which the relationship exists is not examined. In similar studies, the relationship between leadership perception and organizational commitment was examined, to which the result was direct (Gokce, 2014). However, the degree to which organizational commitment increased amongst participants of the study was not investigated. As shown across multiple studies there is a presence of task-orientated work culture within the food and beverage industry such as the study conducted by Fine relating to restaurants. Similarly, the investigation conducted by Goh relating to Starbucks shows the presence of task culture within the beverage industry. However, it is important to study in this area because there is an apparent general lack of research within this industry, additionally there are gaps in research surrounding the nature and strength of the proposed relationship particularly within the food and beverage sector. This study may aid the achievement of greater understanding of job satisfaction, which is useful for businesses, particularly in the area of study. Thus, the research question is "to what degree is there a link between task-orientated organizational culture and job satisfaction

within the food and beverage sector?” This study hypothesizes the existence of a strong, positive relationship between task-orientated organizational culture and job satisfaction when mediated by task autonomy and organizational support.

Methodology:

Philosophical Assumptions

The research design used in this study largely incorporates the positivist paradigm, with a deductive quantitative approach in order to improve the analysis, interpretation and application of the findings from this study. The methodological instrument chosen aims to address the proposed research question: “to what degree is there a link between job satisfaction and task-orientated organizational culture?” The adopted hypothesis illustrates the existence of a strong, positive correlation between job satisfaction and task-orientated organizational culture with consideration of the factored mediation variables, task autonomy and organizational support.

The study of job satisfaction has been widely recognized and has since undergone development as a result of theories and ideas being refined or contested. Research of job satisfaction gained popularity in the 1930s until the 1970s when the idea of encapsulating job satisfaction as an affective state arose, with just singular perspectives on influencing factors. Within this interpretation, an affective state means an emotional state be it positive, negative, or apathetic. This perspective was derived using interview methods. However, this idea was challenged by researchers such as Locke, Hanna and Fisher (Zhu, 2013). A new argument was put forward stating previous studies of job satisfaction were mistaken, with cautious experimentation suggesting the correct concept being that job satisfaction should be regarded as a positive state felt by employees. Modernized research from the 1980s cultivated the preceding theoretical propositions and

argued that job satisfaction can additionally be considered a state of cognition, not solely an experienced affective state, again conducted through use of interview. Researchers known as Organ and Near support this theory in 1985 (ibid). It is unclear from the studies conducted by Organ and Near (ibid) which method of study was applied to gather this research; however, one can assume that congruent to Locke, Hanna and Fisher's work (ibid) interviews, or qualitative measures were undertaken. Multiple perspective theories suggesting that internal and external facets affect job satisfaction both positively and negatively were simultaneously enhanced during this time period. It was only then doing quantitative analyses of job satisfaction began to increase in popularity and practice.

Approaches Undertaken

As this research is deductive by nature, it aims to test the existing relationship between job satisfaction and task-orientated organizational culture. Regarding previously conducted studies of job satisfaction, questionnaires were used to examine the relationship between job satisfaction and organizational culture to which the results were found to be progressive, positive and varied due to different culture types (Fatima, 2016 b). An additional study conducted using targeted surveys analyzed the relationship between job satisfaction and task perception. It was found that task perception is positively and directly linked to job satisfaction. Interestingly, it is proposed to be an antecedent to job satisfaction. Quantitative methods were then used to decipher results and gather an interpretation (Caldwell and O'Reilly, 1982 b). Furthermore, an empirical study conducted via questionnaire shows that job satisfaction and task-orientated organizational culture are positively and progressively related. Interestingly, productivity and output were higher per capita additionally specific task attributes such as the perception of task autonomy were found to promote and maintain this positive correlation (Griffin, 1982 b). This was proven anew by a researcher known as Miao who highlighted through use of qualitative survey that task-orientated organizational culture and job satisfaction share a positive and progressive relationship. It was further noted that task completion was fundamental in the satisfaction of employees. It was speculated and proposed within the study that a sense of belonging was created within staff, and feelings of competence were aroused upon completion of the tasks (Miao, 2011 b). Task completion is a fundamental aspect of task-orientated organizational culture and represents a core value according to Harrison in 1972

(Kummerow and Kirby, 2014 b). Consequent of the aforementioned studies, the purpose of this research is to answer the proposed hypothesis mentioned; that a strong positive link exists between job satisfaction and task-orientated organizational culture when mediated by perceived task autonomy and organizational support within the food and beverage sector. The above studies highlight significant strong relationships between job satisfaction and task-orientated organizational culture; thus, this investigation will examine this relationship. To enhance clarity, this study falls within the quantitative paradigm as it aims to examine the relationship between job satisfaction and task-orientated organizational culture within a mathematical context.

Applied Research Strategies

Analogous strategies have been undertaken in the examination of job satisfaction and its correlations. Researchers commonly employ surveys or questionnaires to analyze this branch of study. As mentioned, a scientist known as Miao used qualitative surveys to assess the nature of the relationship between task-orientated organizational culture and job satisfaction (Miao, 2011 c). Similarly, questionnaires were distributed to determine the conduct of the relationship between organizational culture and job satisfaction (Fatima, 2016 c). A researcher known as Griffin applied the same research method and used a questionnaire to establish again the relationship between job satisfaction and organizational culture (Griffin, 1982 c). Many scientists integrated use of The Minnesota Satisfaction Questionnaire which contained surveys with subsets within their studies (Kinicki, *et al*, 2002 c) or they adopted the Job Descriptive Index, again using Likert scales within the survey to assess various criteria (Gregson, 1987 c). However, a scientist known as Omansky investigated the effects of illegitimate tasks on job satisfaction through the deliverance of quantitative surveys (Omansky, *et al*, 2016 c). Therefore, this research will be conducted through the use of a quantitative survey using subsets with Likert scales in order to determine the nature of the relationship between job satisfaction and task-orientated organizational culture with consideration of the mediating variables.

Method Choice

This will be a mono method piece of research; thus, a singular method of study will be applied. Outlined previously, a survey with subsets of Likert scales measuring perceived degrees of task-orientated organizational culture, task autonomy, organizational support and lastly job satisfaction will be applied. As this research aims to examine the nature and strength of the proposed relationship between job satisfaction and task-orientated organizational culture, it is highlighted throughout previously conducted studies there is no imminent need to utilize a multi-method approach. A study surrounding the effects of illegitimate tasks on job satisfaction was carried out using quantitative surveys delivered at one time (Omansky, *et al*, 2016 b). Similarly, an investigation completed regarding the effects of contract type (full-time, part time and so forth) on job satisfaction adopted only one method of analysis. The method used was a survey, and measurements were performed using reliable instruments from previous studies (Langfred and Moye, 2004 b). A singular questionnaire was employed to assess the impacts of task autonomy and organizational commitment on job satisfaction when moderated by organizational culture to which the results were processed on an individual level with the help of SPSS. The questionnaires were personally delivered to save time, and to those of the sampling pool who were conveniently available at the time (Navqi *et al*, 2013 b) therefore using the above studies as guidelines, a singular method will be applied to this research.

Longitudinal Study Paradigm

This investigation embodies the longitudinal research paradigm as it examines a correlation between two variables using a selected sample group. The selected study sample will consist of individuals employed within the food and beverage sector only, with a sample size of ten. Participants will be excluded if they do not work within the food and beverage sector, additionally if they do not have prior experience working within the specified sector at the minimum. This is to prevent fraudulent results and to retain focus. A study previously conducted through a questionnaire show that there is a strong presence of task-orientated organizational culture within fast-food restaurants. This study was therefore conducted within the food and beverage sector in order to generate accurate results (Ogbu, *et al*, 2019 b). This was also analyzed within Starbucks. It is found that task-centered ideologies exist surrounding customer service practices and to improve customer service experiences, and identical to the study mentioned above this occurred within the food and beverage sector in order to generate accurate results (Goh, *et al*, 2020 b). Research also shows that task-centered

culture is found within the food-processing industry however there is a strong lack of speculation surrounding the degree of job satisfaction experienced by staff within this culture (Akkerman and Van Donk, 2009) therefore this research will aid in the filling of that gap between job satisfaction and task-orientated organizational culture. This investigation will occur over a period of ten months to allow adequate time for participant responses, afterwards data processing and interpretation followed by discussion of findings. These findings will then be recorded in an accessible manner such as tables, in order to contribute to this field of research and possibly aid organizations in determining antecedents of job satisfaction within the food and beverage industry.

Data Collection and Analysis

As this research plans to use surveys with subsets of scales to measure the mediating variables, the hypothesis previously stated aims to test the prevailing theory of a strong positive relationship existing between job satisfaction and task-orientated organizational culture. Previous study methods of job satisfaction such as the Job Descriptive Index created in 1969 by Smith, Kendall and Hulin used quantitative scales on the perceptions of factors such as task significance to establish levels of job satisfaction amongst employees (Gregson, 1987 b). Similarly, the Minnesota Satisfaction Questionnaire allows for creation of an overall measurement of job satisfaction within employees, however scales were also used to generate subsets. The subsets allowed for accurate representation of either internal facets such as task autonomy, supervision and so forth, or external facets such as the labor market or employment legislation, further providing insight into influencing factors for increasing or decreasing job satisfaction (Kinicki, *et al*, 2002 b). Therefore, Likert scales will be used within the survey to examine if employees within the food and beverage sector perceive the mediating variables task autonomy and organizational support, and later the strength or weakness of the degree of task autonomy or organizational support present. Furthermore, quantitative surveys were used to examine the relationship between job satisfaction and organizational culture to which the results were found to be positive (MacIntosh and Doherty, 2010 b). An additional study conducted using random sampling and The Minnesota Satisfaction questionnaire on academic librarians supported the preceding studies, further highlighting that a direct relationship, while a positive relationship was found by analyzing qualitative surveys from a participant group of ninety-four (Diaz and Rhodes,

2018 b). Consequently, this research will be applied using quantitative surveys. The survey will contain ten questions asking participants if they perceive the examined variables (task autonomy and organizational support) to influence job satisfaction and to what degree, followed by if task autonomy and organizational are perceived. Participants will then be asked to measure these perceived degrees of task autonomy and organizational support on scales of one to five, one being weak and five being strong. This investigation will incorporate a sample size of ten. Additionally, this research will be conducted within the food and beverage sector as there is an apparent gap in research within that area. Task-orientated organizational culture has been found on a broad level within the beverage industry however the job satisfaction of workers has very little data (Kuforiji, Egwakhe, and Binuyo, 2019 b). Particularly with mediating variables such as the ones to be used in this study, task autonomy and organizational support. There will be an even number of organizations within both the food industry and beverage industry within Dublin in order to allow for fair and accurate representation of both sectors. The chosen firms will be contacted via email and asked to participate in this survey. Individuals who are employed within the food and beverage sector will also be contacted via LinkedIn and asked to participate in the survey. Data will be analyzed using Pearson's correlation, a mathematical formula within the field of data science that examines the nature and strength of hypothesized relationships between two variables (Jaadi, 2019). This formula can be illustrated:

$$r = r_{xy} = \frac{cov(x, y)}{S_x * S_y} \quad (\text{Jaadi, 2019}).$$

This method was applied by researchers known as Mason and Griffin when interpreting results derived from a quantitative survey, they additionally used scatterplots in order to accurately show the nature and strength of the relationship (Mason and Griffin, 2005). Similarly, researchers Yoon and Thye have used the means and standard deviation of variables organizational support and task autonomy, elements which are fundamental to the use of the Pearson's correlation. Results were additionally displayed in tables with the intent of promoting clarity (Yoon and Thye, 2002). Congruent to this, a scientist known as Naqvi has employed use of standard deviation and the means of variable data in order to determine intercorrelation natures and forms (Naqvi, *et al*, 2013). Conversely to Naqvi, scientists Roos and Van Eeden employed the Pearson's correlation to decipher linear relations

between corporate culture and job satisfaction, along with other hypotheses (Roos and Van Eeden, 2008). In response to the above applied methods for data analysis in this area, this investigation will adopt use of the Pearson's correlation in order to determine the form and degree of relationship between job satisfaction and task-orientated organizational culture with mediating variables perceived task autonomy and organizational support. Results of this relationship will be tabled to provide clarity. Furthermore, SPSS software will be adopted to complete tabling and graphing of results. SPSS will also be used to compute the Pearson's Correlation between variables. Figures derived that are closer to 1 are deemed as very strong positive relationships, while figures closer to 0 indicate a very strong negative correlation. Contrary to popular studies such as those mentioned, these results will further be graphed by use of a scatterplot to actively illustrate the nature of the discovered relationship. This will aid interpretation for readers and use for further study in this field. Furthermore, a t-test will be applied to findings to test the reliability of findings. This is to discover if the findings found within the sample apply to the population of the study group, or if it was a false correlation.

Limitations of Methodology:

Going forward with this research, there are apparent limitations. As the sample used in this study are staff employed within food and beverage organizations within Dublin, it is a possibility that the location of the sample may generate hindrance. Despite a t-test, or reliability test, being applied to findings in order to discover the applicability of results to the population, the discovered data and results may not apply to the food and beverage sector on a national level, rather on a local level (Dublin) only. Additionally, there are limitations surrounding the sample size. The sample size may prove to be too small to accurately represent and conduct thorough analysis within the food and beverage sector and therefore, may provide inadequate or false results. The sample size may need to be enlarged in order to increase accuracy of the data generated. Accessibility may also create drawbacks for this study. As a result of the current COVID-19 pandemic, it is not possible to enter organizations and physically hand out surveys as previously conducted by others due to health and safety risks. Consequently, contacting the relevant organizations will have to be conducted virtually such as by email, however participants may not have the time to answer the survey or may not feel that it is necessary. To overcome this, a multitude of organizations will be contacted in order to increase the probability of receiving responses from participants to the

survey and thus, generating data to be later used in analysis. Individuals who are employed within the food and beverage sector will be contacted via LinkedIn and asked to participate, further heightening the probability of gathering data. Furthermore, there may be limitations with reference to the variables that will be used within this study. Previous studies have included variables such as the impact of illegitimate tasks on job satisfaction, in particular professional identity as a facet of job satisfaction, or the effects of contract type (full-time, part-time, zero hours and so forth) on job satisfaction. However, this study will examine task autonomy as it is a core trait of task-orientated organizational culture, also organizational support is deemed to be a fundamental trait and the backbone of task-orientated organizational culture, rendering other variables not fully necessary to this study. Furthermore, these variables are often understudied, like illegitimate tasks and contract type. This leads to a lack of knowledge surrounding the significance and impact of task autonomy and organizational support to job satisfaction with a task-orientated organizational culture within the food and beverage sector. The food and beverage sector additionally remains understudied and overlooked, as mentioned previously. This research aims to examine those variables (task autonomy and organizational support) alongside the degree of relationship between task-orientated organizational culture and job satisfaction as it is evident this area has a lack of research. This study intends to address and contribute towards the filling of that gap and deepen the understanding of job satisfaction from a new perspective.

Results and Analysis:

As stated previously, the hypothesis of this study proposes the existence of a strong, positive relationship between job satisfaction and task-orientated organizational culture when mediated by task autonomy and organizational support within the food and beverage sector. The following section intends to explore this hypothesis with the intent of discovering its integrity in relation to the chosen site of study: the food and beverage sector.

To commence, table 1 below shows the descriptive analysis for job satisfaction, task-orientated organizational culture, organizational support and task autonomy. It includes the minimum and maximum, the mean and standard deviation of each variable.

Table 1: Descriptive Statistics of overall job satisfaction, task-orientated organizational culture, task autonomy and organizational support

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Impact of Task Autonomy on Job Satisfaction	8	2.00	5.00	3.6250	.91613
Impact of Task-Orientated Organizational Culture on Job Satisfaction	8	2.00	5.00	3.2500	.88641
Impact of Organizational Support on Job Satisfaction	8	3.00	5.00	3.8750	.99103
Impact of Task-Orientated Organizational Culture when mediated by Task Autonomy and Organizational Support on Job Satisfaction	8	3.00	4.00	3.5000	.53452
Valid N (listwise)	8				

Table 1 shows that individuals working within the food and beverage sector have increased job satisfaction levels when task-orientated organizational support is mediated by task autonomy and organizational support (Mean=3.5), although this will be explored in greater detail. This is an indicator that the hypothesis may stand true, or partially true: the existence of a strong positive relationship between job satisfaction and task-orientated organizational culture when mediated by task autonomy (Mean=3.625) and organizational support

(Mean=3.875). This implies that employees feel most satisfied within companies in the food and beverage sector when a task-orientated organizational culture is integrated, meaning there is emphasis on the completion of tasks. Furthermore, when employees have autonomy over these tasks and when organizational support is perceived as to the completing and final completion of tasks. In this case, task autonomy implies that employees have control over the process of and final completion of tasks and are awarded control over the decision-making process. Organizational support allows for access to resources by employees for the completion of delegated duties and tasks. This additionally suggests that employees feel less satisfied with their jobs when these facets are not present within their organization in the food and beverage sector, or when they experience different levels of these facets.

In Table 2, upon application of the Pearson’s (Bivariate) correlation to findings (1), various conclusions can be made.

Table 2: Application of Pearson’s (Bivariate) Correlation to findings (1)

Correlation Matrix

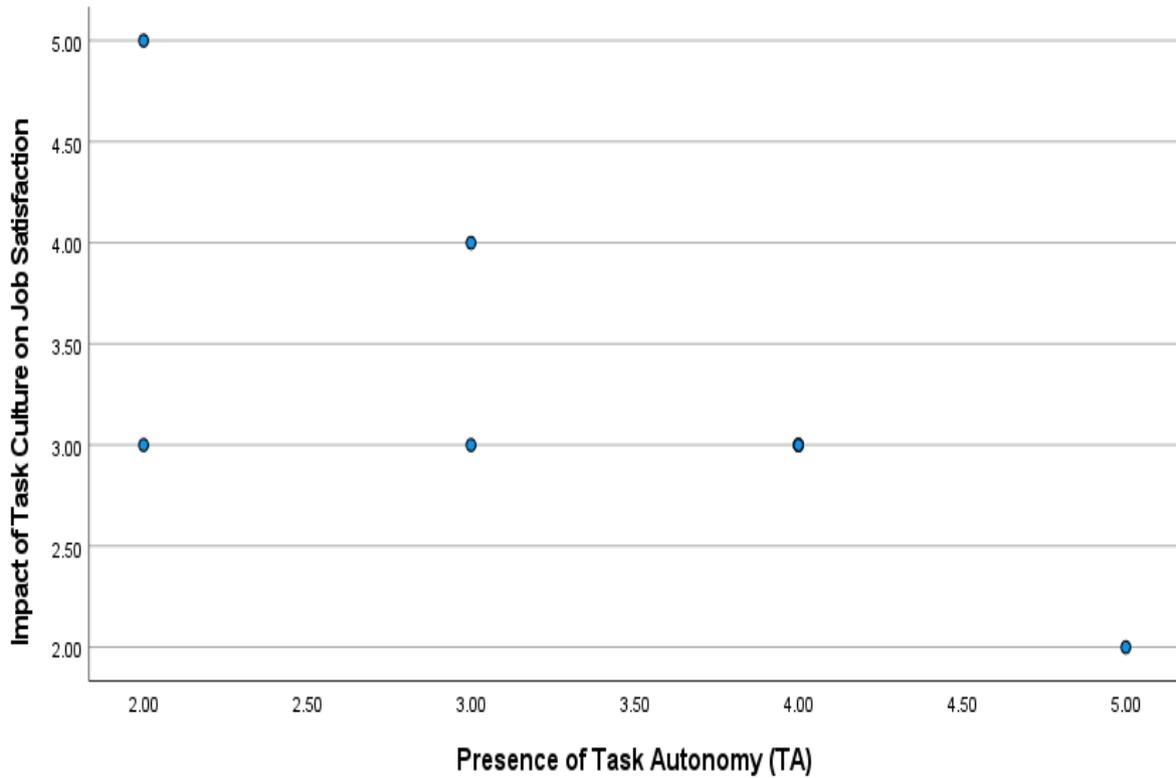
		Impact of Task Culture on Job Satisfaction	Presence of Task Autonomy (TA)	Presence of Organizational Support (OS)
Impact of Task Culture on Job Satisfaction	Pearson Correlation	1	-.722*	.000
	Sig. (2-tailed)		.043	1.000
	N	8	8	8
Presence of Task Autonomy (TA)	Pearson Correlation	-.722*	1	.504
	Sig. (2-tailed)	.043		.203
	N	8	8	8
Presence of Organizational Support (OS)	Pearson Correlation	.000	.504	1
	Sig. (2-tailed)	1.000	.203	
	N	8	8	8

*. Correlation is significant at the 0.05 level (2-tailed).

Utilizing results from table 2, it is evident the impact of task-orientated organizational culture and the presence of task autonomy, one of the mediating variables, possess a strong negative relationship (p-value = -.722). The variables move oppositely. This indicates as the impact of task-orientated organizational culture increases on job satisfaction, the presence of task autonomy available to employees decreases within the food and beverage sector. Similarly, an increase in the presence of task autonomy decreases the impact of task-orientated organizational culture on job satisfaction within the food and beverage sector. This could be a result of employees focus on controlling the process of completing tasks rather than just completing the task, the core ethos of task-orientated organizational culture. More interestingly, the presence of organizational support, the second examined mediating variable, appears to possess a perfectly non-existent relationship (p-value = .000). This means the variables possess no connection and do not influence each other on any level. However, this defies previously conducted studies whereby organizational support has proven to positively impact job satisfaction within specific culture types arousing curiosity. This could be a result of task-orientated organizational culture projecting a strict focus on the completion of tasks and therefore the resources necessary are available to employees, as basic logic suggests. Therefore, regarding significance, the presence only of task autonomy is found to relate negatively to the impact of task-orientated organizational culture when used as a mediating variable, and the presence of organizational support possesses a null relationship when used as a mediating variable.

Graph 1

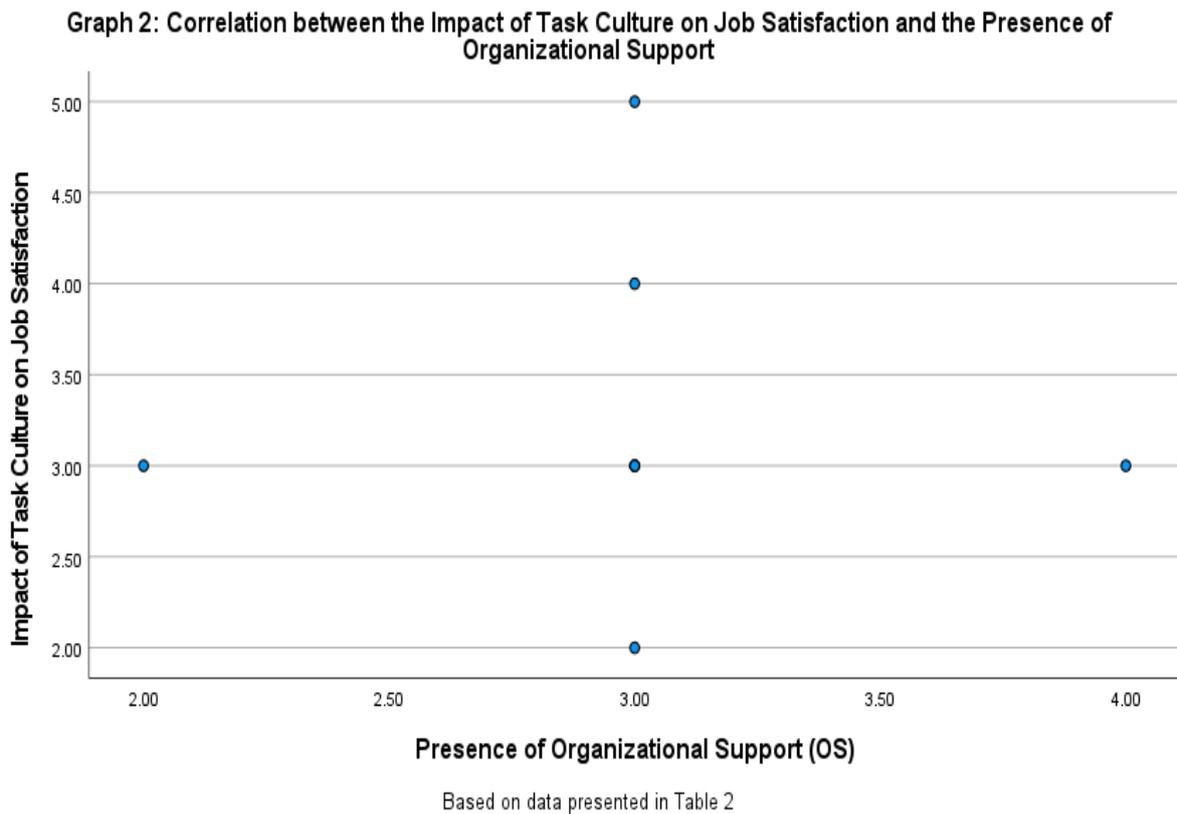
Graph 1: Correlation between the Impact of Task Culture on Job Satisfaction and the Presence of Task Autonomy



Based on data presented in Table 2

Within graph 1, the strong negative relationship between the impact of task-orientated organizational culture on job satisfaction and the presence of task autonomy is depicted. As task autonomy increases, the impact of task-orientated organizational culture decreases and vice versa.

Graph 2



Within graph 2, it is apparent the presence of organizational support and the impact of task-orientated culture on job satisfaction possess no relationship. Therefore, it is accepted these variables do not influence each other.

However, one can further question if the degree of task autonomy and organizational support affects the hypothesized relationship between task-orientated organizational culture and job satisfaction. This suggests a stronger or weaker presence of task autonomy or organizational support lessens or strengthens the impact of task-orientated organizational culture on job

satisfaction and therefore, could change the proposed relationship's nature. Further understanding of the hypothesized relationship can be explored upon application of the bivariate correlation to findings (2).

Table 3: Application of Pearson's (Bivariate) Correlation to findings (2)

		Impact of Task Culture on Job Satisfaction	Degree of Task Autonomy (TA)	Degree of Organizational Support (OS)
Impact of Task Culture on Job Satisfaction	Pearson Correlation	1	-.943**	.628
	Sig. (2-tailed)		.000	.096
	N	8	8	8
Degree of Task Autonomy (TA)	Pearson Correlation	-.943**	1	-.568
	Sig. (2-tailed)	.000		.142
	N	8	8	8
Degree of Organizational Support (OS)	Pearson Correlation	.628	-.568	1
	Sig. (2-tailed)	.096	.142	
	N	8	8	8

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

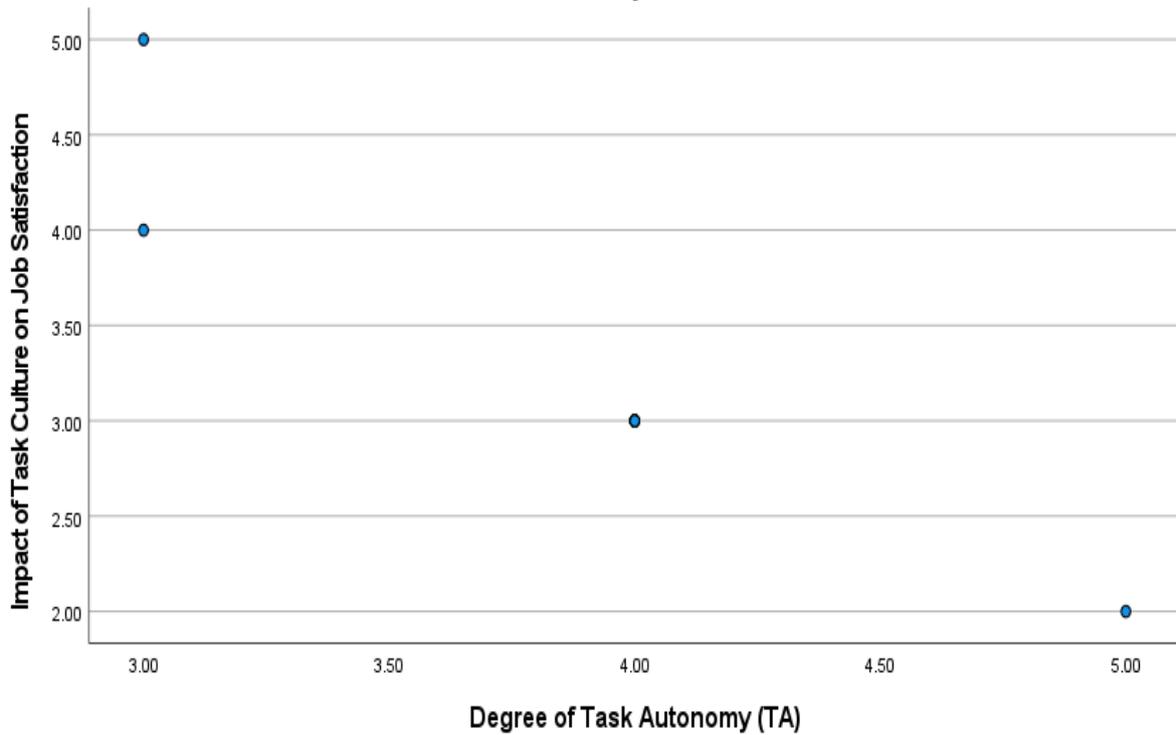
From table 3, it is evident the degree of task autonomy present and the impact of task-orientated organizational culture on job satisfaction have a strong negative relationship (p-value = -.943). This indicates as task autonomy increases, the impact of task-orientated organizational culture on job satisfaction decreases. Alternatively, as task autonomy decreases the impact of task-orientated organizational culture on job satisfaction of employees within the food and beverage sector increases. This is a noteworthy finding because as mentioned previously, the backbone of task culture incorporates a strict focus on task completion by employees. However, the significance of this negative relationship shows

when employees feel they have control over the process of and completion of tasks, the element of task completion above all integrated by task culture decreases. Therefore, regarding job satisfaction, it stands to reason employees are more satisfied with their jobs when they feel they have autonomy over their tasks, rather than pursuing just the completion of the task enforced by task culture. It also portrays the fact if employees perceive they have autonomy over their tasks, task-orientated organizational culture has a negative correlation, or relationship, with job satisfaction. Contrarily, should employees perceive a higher concentration of task-culture with little task autonomy available, task-orientated organizational culture has a positive relationship with job satisfaction.

Similarly, it is evident the degree of organizational support experienced by an employee and the impact of task-orientated organizational culture on job satisfaction possess a positive relationship (p-value = .628). This means the more organizational support an employee receives, the more of an impact task-orientated organizational culture has on job satisfaction within the food and beverage sector. This suggests as an employee feels they have access to resources such as time, materials and so forth needed for task completion, in other words organizational support, task-orientated organizational culture has a stronger positive impact on job satisfaction. However, should employees perceive there to be insignificant or very little organizational support available for the completing and completion of tasks, task-orientated organizational culture has a negative impact on job satisfaction. Thus, when employees perceive there are significant amounts of organizational support available to them within the food and beverage sector, task-orientated organizational culture possesses a positive relationship with job satisfaction. This is perfectly congruent with the core ethos of task-orientated organizational culture; nothing stands in the way of task completion. Naturally, necessary resources will be available to employees for the completion of these tasks therefore it follows logic the more organizational support an employee is awarded and can access, the stronger and more positive the relationship between task-orientated organizational culture and job satisfaction within the food and beverage sector.

Graph 3

Graph 3: Correlation between the Impact of Task Culture on Job Satisfaction and the Degree of Task Autonomy

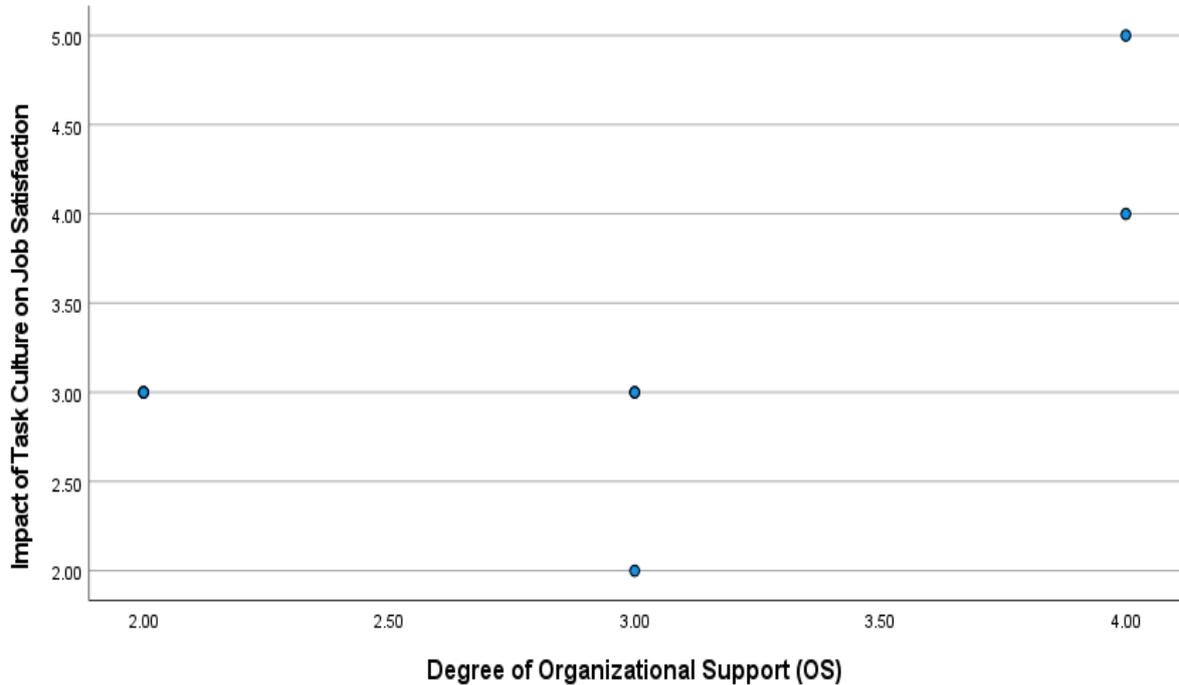


Based on data presented in Table 4

Within graph 3, it is evident the impact of task-orientated organizational culture and the degree of task autonomy share a strong negative relationship. This indicates as task autonomy rises for employees, the impact of task-orientated organizational culture decreases.

Graph 4

Graph 4: Correlation between the Impact of Task Culture on Job Satisfaction and the Degree of Organizational Support



Based on data presented in Table 4

Graph 4 conveys the existence of a positive relationship between the impact of task-orientated organizational culture and the degree of organizational support present. This means as the degree of organizational support increases, the impact of task-orientated organizational culture increases also.

Application of T-Test (Student test) to findings (2):

Prior to consideration of the validity of the hypothesis of this study, a t-test must be executed with the desire to assess if the findings of this study are applicable to the wider population of the study site; the Irish food and beverage sector. The impact of task-orientated organizational culture is examined within table 4:

Table 4: T-Test of the Impact of Task-Orientated Organizational Culture and Job Satisfaction

One-Sample Test

Test Value = 4

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Impact of Task Culture on Job Satisfaction	-2.393	7	.048	-.75000	-1.4911	-.0089

From table 4, it is evident a one-sample t-test allows a p-value of 0.048. Allowing a 95% confidence interval, we follow a significance level of 0.05. From this, it is evident p-value < 0.05.

Table 5: T-Test of the Degree of Task Autonomy

One-Sample Test

Test Value = 4

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Degree of Task Autonomy (TA)	-.552	7	.598	-.12500	-.6608	.4108

From table 5, it is evident that a one sample t-test allows a p-value of 0.598. Allowing a 95% confidence interval, it follows a significance level of 0.05. It is apparent that p-value > 0.05.

Table 6: T-Test of the Degree of Organizational Support

One-Sample Test

Test Value = 4

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Degree of Organizational Support (OS)	-3.813	7	.007	-1.12500	-1.8227	-.4273

From table 6, it is evident a one sample t-test allows a p-value of 0.07. Again, there is a 95% confidence interval, therefore a 0.05 significance level is accepted. From this, it is evident p-value > 0.05.

Following the data presented in tables 4, 5 and 6:

- Table 4: p-value < 0.05
- Table 5: p-value > 0.05*
- Table 6: p-value > 0.05*

*= With the intent of significance to the hypothesis, the degree of task autonomy and the degree of organizational support have undergone the t-test rather than the presence only of these variables within the site of study (food and beverage sector).

To commence, the hypothesis of this study that task-orientated organizational culture has an impact, or correlation, with job satisfaction is rejected (p-value < 0.05). This is due to the p-value (0.048) falling below the significance level (0.05). However, the degree of task autonomy as a mediating variable is accepted as the p-value is above the significance level (p > 0.05, p-value = 0.598). The degree of organizational support as a mediating variable is also accepted, again the p-value is above the significance level (p-value > 0.05, p-value = 0.07). Therefore, regarding the hypothesis, it is rejected task-orientated organizational culture has a strong, positive relationship with job satisfaction. However, it is accepted the degree of task autonomy present and the degree of organizational support present indeed mediate the relationship. This is congruent to the results whereby it was evident the degree of task autonomy present and the impact of task-orientated organizational culture possess a negative relationship, although the impact of task-orientated organizational culture and the degree of organizational support present possess a positive relationship (see table 3). Overall, the hypothesis of this study proves to be partially true; task-orientated organizational culture does not have a strong, positive relationship with job satisfaction. However, task autonomy and organizational support have proven to effectively mediate the relationship with organizational support having a positive relationship with the impact of task-orientated organizational culture on job satisfaction and task autonomy having a negative relationship.

Discussion and Conclusion:

There are inconsistencies across the results of this study regarding the nature of the link between task-orientated organizational culture and job satisfaction. Following from previously conducted studies such as that by Roos and Van Eeden (Roos and Van Eeden, 2008) and Miao (Miao, 2011) it can be assumed that task-orientated organizational culture and job satisfaction will possess a strong, positive relationship particularly with task autonomy and organizational support as mediating variables within the food and beverage sector. This bias can be seen within the hypothesis of this study, in that a strong positive relationship exists between task-orientated organizational culture and job satisfaction when mediated by task autonomy and organizational support. However, the results show that task-orientated organizational culture and job satisfaction do not possess a relationship, although when mediated by task autonomy a strong negative relationship is present. Contrarily, a strong positive relationship exists when the correlation between task-orientated organizational culture and job satisfaction is mediated by organizational support. This contradicts the aforementioned studies and allows for an assumption that only certain facets of task-orientated organizational culture positively impact job satisfaction within the food and beverage sector (organizational support) and there are negative impacts (task autonomy or lack thereof). Therefore, regarding the research question of this study, one can evidently conclude that task-orientated organizational culture and job satisfaction possess a negative relationship when mediated by task autonomy, however this relationship becomes positive when mediated by organizational support within the food and beverage sector in Dublin. One must consider however, that there were methodological constraints outlined such as the sample size, access to participants and so forth outlined within the limitations of findings (see above) and thus, these may have affected results.

Additional Results and Findings

The relationship between the impact of job satisfaction and the degree of task autonomy was examined within the site of study (food and beverage sector). Based on the information gathered, it is evident that the impact of task autonomy on job satisfaction and the degree of task autonomy possess a strong, positive relationship ($p\text{-value} = 0.882$) (see appendix B, table 1). This clarifies and follows prior research such as that by Langfred and Moye (Langfred and Moye, 2004) that as the degree of task autonomy increases, job satisfaction within employees increases. This was additionally supported by researchers Taylor, Bradley and Nyugen (Taylor, *et al*, 2003) whereby this relationship has been recorded as progressive, positive and strong (see appendix B, graph 1). Relating this discovery to the above study, this is congruent to the findings within Table 3 (see above) whereby it was found that as task autonomy increased, the impact of task-orientated organizational culture on job satisfaction decreased. This was, as mentioned, possibly due to the employees focus on the decisions and processes behind the completing of the tasks and not such strict focus on the completing of tasks, as encouraged by the ethos of task-orientated organizational culture. Therefore, by simple logic it makes sense that the impact of job satisfaction and the degree of task autonomy will have a strong positive relationship within the site of study, being the food and beverage sector. Upon application of a t-test to the impact of task autonomy on job satisfaction, it is evident that the strong positive relationship between task autonomy and job satisfaction is accepted. This is due to the $p\text{-value} = 0.285$ (see appendix D, table 1) being larger than the significance level of 0.05. Additionally, a t-test conducted on the degree of task autonomy proves acceptance of its link to the impact of task autonomy on job satisfaction as $p\text{-value} = 0.589$ (see appendix D, table 2). Overall, it is accepted that within the food and beverage sector, the impact of task autonomy on job satisfaction and the degree of task autonomy share a positive relationship and is congruent to prior studies conducted.

Furthermore, the relationship between the impact of organizational support on job satisfaction and the degree of organizational support was examined. Examining collected data, it appears the impact of organizational support on job satisfaction and the degree of organizational support have a weak, negative relationship ($p\text{-value} = -0.022$) (see appendix C, table 1). This relationship can be illustrated (see appendix C, graph 1). This is interesting as it rejects previously conducted studies such as by Wen, Huang and Hou (Wen, Huang and Hou, 2019) stating job satisfaction and organizational support possess a strong positive relationship as both an independent and mediating variable. This perspective is supported by researchers

Bogler and Nir (Bogler and Nir, 2012) whereby job satisfaction and organizational support have a strong, positive correlation. Organizational support successfully mediates the relationship between job satisfaction and task completion also, an integral facet to this study. This negative relationship could perhaps be an outlier of this study possibly due to the sample size. Alternatively, the variables could move in opposite directions consequent of the presence of task-orientated organizational culture within the site of study (the food and beverage sector). Organizational support provides a solid foundation for task-orientated organizational culture as it is necessary for employees to complete tasks, therefore it makes sense that employees' job satisfaction will be unaffected by varying degrees of organizational support, again due to the necessity of task completion enforced by task-orientated organizational culture. Upon application of t-tests to these variables, the impact of organizational support on job satisfaction is accepted (p-value = 0.732, see appendix E, table 1). This means organizational support has a positive impact on job satisfaction, and this result can be applied to the wider population. Additionally, the degree of organizational support is accepted (p-value = 0.007, see appendix E, table 2). Both values are larger than the significance level of 0.005. Therefore, it is accepted overall organizational support has a positive impact on job satisfaction along with the degree of organizational support, however these variables share a weak, negative relationship.

Limitations of Findings

The sample of this population was gathered from restaurants and bars within Dublin, hence it is not an accurate representation of the wider population, the food and beverage sector within Ireland. Additionally, the sample size of this study may have altered results as it is a smaller representation of the study's population. Nonetheless, this study's results and additional results surrounding the impact of task-orientated organizational culture on job satisfaction, the use of task autonomy and organizational support as mediating variables within the food and beverage sector.

The various studies within the literature review are also set within a Western context, primarily the United States. Therefore, it may be an inaccurate recording of the European context, specifically the Irish context, particularly regarding the use of task autonomy as a mediating variable and organizational support and they may serve as a more reliable source

for organizations within the Western context, particularly the United States as mentioned. Furthermore, the research instrument, in this case the quantitative survey with Likert scales, have been derived from American studies. These have been adapted to their cultural context and thus, may not be the most suitable option for the Irish context. Although, within this study it still has prevailed as a reliable research instrument.

As a result of the current COVID-19 pandemic, there was limited access to the participants of the sample. This caused the sample size to be smaller than originally planned, which may have affected the results. Due to the health and safety risks, the surveys were unable to be physically handed to the participants and there was no access to the individual sites of study (individual bars, restaurants, cafes and so forth) further hindering the distribution of the surveys, additionally the closure of food and beverage organizations and incurred job loss.

Recommendations

Within this study, the food and beverage sector was examined. Future researchers may expand to other sectors such as construction, technology, education and so forth with intent to examine the scope of task-orientated organizational culture. The effects on job satisfaction within these sectors could be studied. However, regarding the site of study, the food and beverage sector, future researchers can consider enlarging the sample size. This will improve the results' accuracy and generate more data surrounding the topic. Additionally, further research can expand the site of participants to include ones from around Ireland. This will generate significantly more information and aids in the creation of the relationship between task-orientated organizational culture and job satisfaction within the food and beverage sector of Ireland, not just Dublin.

Addressing business owners, managers and human resource practitioners within the food and beverage sector of Dublin, a deeper understanding can be derived from the results of this study surrounding the relationship between task-orientated organizational culture and job satisfaction, particularly with task autonomy and organizational support as the mediating variables. This should improve the job satisfaction of workers within the food and beverage sector due to the deeper understanding gathered. Further elements may be improved such as absenteeism, turnover intention, brand name and so forth. At the minimum, relevant persons

within the food and beverage sector gain awareness of the factors within a task-orientated workplace that improve or disimprove job satisfaction amongst workers.

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Appendix A

Illustration 1: Portion of Completed Research Survey:

1. On a scale of 1-5, 1 being weak and 5 being strong, how would you rate the presence of organizational culture within your organization?

3 / 5

2. On a scale of 1-5, 1 being weak and 5 being strong, how would you rate the degree of task focus within your organizational culture?

2 / 5

3. On a scale of 1-5, 1 being weak and 5 being strong, how would you rate the impact of task-orientated organizational culture on your job satisfaction?

3 / 5

4. On a scale of 1-5, 1 being weak and 5 being strong, how would you rate the presence of task autonomy within your organization?

4 / 5

5. On a scale of 1-5, 1 being weak and 5 being strong, how would you rate the degree of autonomy you have over your tasks?

2 / 5

Appendix B

Table 1: Application of Pearson’s (Bivariate) Correlation to additional findings:

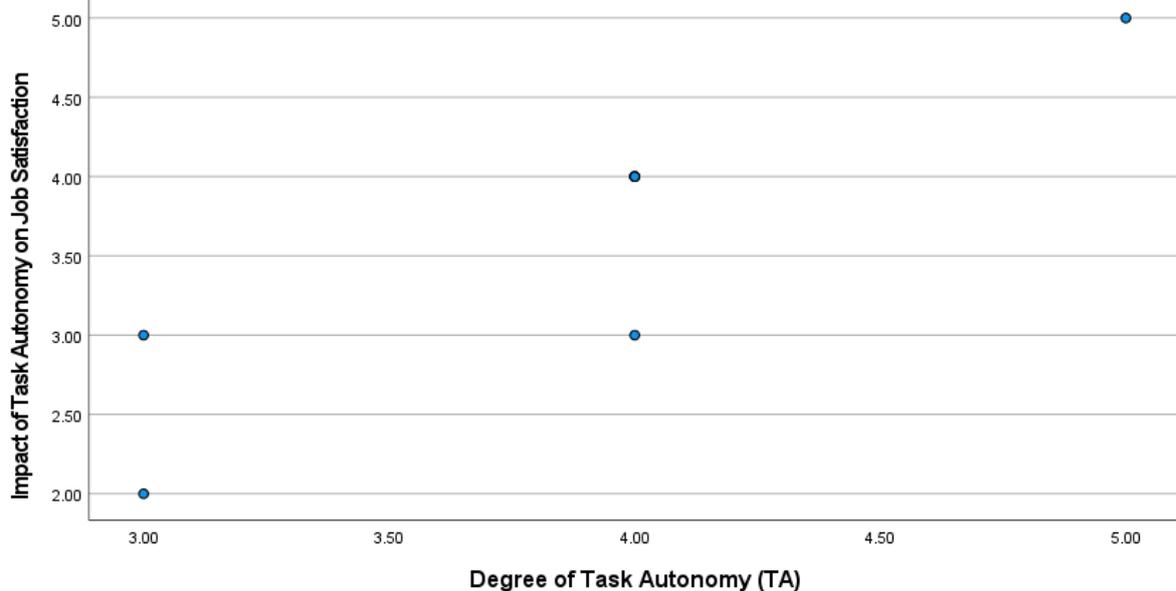
Correlation Matrix

		Impact of Task Autonomy on Job Satisfaction	Degree of Task Autonomy (TA)
Impact of Task Autonomy on Job Satisfaction	Pearson Correlation	1	.882**
	Sig. (2-tailed)		.004
	N	8	8
Degree of Task Autonomy (TA)	Pearson Correlation	.882**	1
	Sig. (2-tailed)	.004	
	N	8	8

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

Graph 1:

Graph 1: Correlation between The Impact of Task Autonomy and the Degree of Task Autonomy



Based on data presented in Appendix A, Table 1.

Appendix C

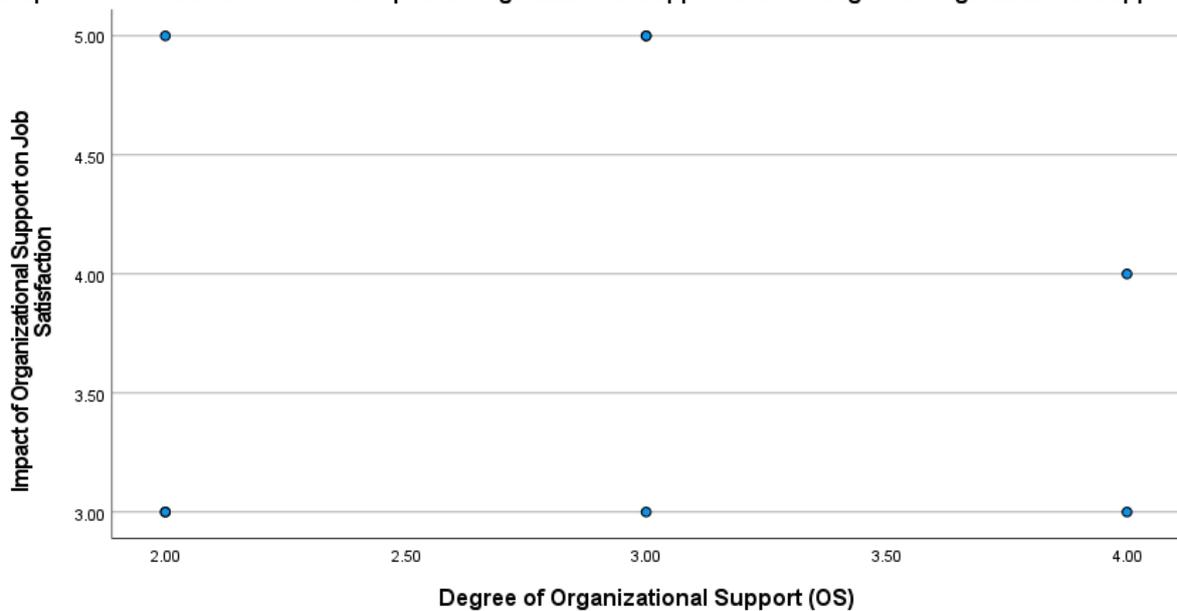
Table 1: Application of Pearson’s (Bivariate) Correlation to additional findings:

Correlation Matrix

		Impact of Organizational Support on Job Satisfaction	Degree of Organizational Support (OS)
Impact of Organizational Support on Job Satisfaction	Pearson Correlation	1	-.022
	Sig. (2-tailed)		.960
	N	8	8
Degree of Organizational Support (OS)	Pearson Correlation	-.022	1
	Sig. (2-tailed)	.960	
	N	8	8

Graph 1:

Graph 1: Correlation between The Impact of Organizational Support and the Degree of Organizational Support



Based on data presented in Appendix B, Table 1.

Appendix D

Table 1: T-Test of the Impact of Task Autonomy on Job Satisfaction:

One-Sample Test

Test Value = 4

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Impact of Task Autonomy on Job Satisfaction	-1.158	7	.285	-.37500	-1.1409	.3909

Table 2: T-Test of the Degree of Task Autonomy:

One-Sample Test

Test Value = 4

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Degree of Task Autonomy (TA)	-.552	7	.598	-.12500	-.6608	.4108

Appendix E

Table 1: T-Test of the Impact of Organizational Support on Job Satisfaction:

One-Sample Test						
Test Value = 4						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Impact of Organizational Support on Job Satisfaction	-.357	7	.732	-.12500	-.9535	.7035

Table 2: T-Test of the Degree of Organizational Support:

One-Sample Test						
Test Value = 4						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Degree of Organizational Support (OS)	-3.813	7	.007	-1.12500	-1.8227	-.4273

