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Dissertation Submission Sheet

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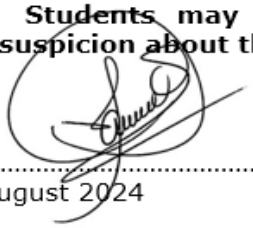
Signature: 

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Master of Arts in Human Resource Management

The relationship between organisational culture and turnover intentions in the Irish hospitality part-time workforce.

Lizbethy Melendez Acosta

x23150998

Submitted to the National College of Ireland August 2024.

ABSTRACT

This dissertation has investigated the relationship between organisational culture and turnover intentions among part-time employees in the Irish hospitality sector. Due to the significant importance of the hospitality sector in the Irish economy and the challenges it presents because of its high turnover, several studies have been related to this topic. Although several scholars mention that organisational culture is a key factor for the performance and perpetuity of organisations, no literature related to this variable could be found in the Irish context, therefore, the researcher relied on international research focused on different contexts and sectors to have a better understanding of the subject.

The research used the quantitative method, so to measure the predominant organisational culture in the hospitality sector the Organisational Culture Assessment Instrument (OCAI) was used, and to measure turnover intentions the turnover intentions scale (TIS-6) was used. A total of 107 participants were obtained based on a convenience sample, however only 88 samples could be used because they were considered valid for the study. Due to the number of validated samples, Spearman's non-probabilistic correlation analysis and linear regression analysis were used to measure the correlation of the variables.

The results showed that the dominant organisational culture is the Clan culture, followed by the hierarchical, market and adhocracy cultures. Likewise, Clan and Adhocracy cultures were found to have a negative impact on turnover intentions, unlike market and hierarchy cultures, which have a positive impact on turnover intentions.

These results should be taken with caution due to the limited literature found and the number of samples used for the study. However, it serves as a basis for future research that can improve it by eliminating or reducing the limitations found in this study or can replicate it to refute or confirm the results.

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First of all, I would like to express my eternal gratitude to my parents for giving me life, and for always giving me their unconditional support, their sacrifice to give me the best, and teaching me the importance of values such as respect, solidarity, discipline, loyalty. To my sisters, who always support me when I need it most.

To my supervisor Dr. Lynn Farrell, who guided me throughout the process of this research, and to all those who directly or indirectly supported me in the formulation of this dissertation. Their support is invaluable to me.

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LIST OF ABBREVIATIONS

CIPD: Chartered Institute of Personnel and Development

DV: Dependent variable

H: Hypothesis

HRM: Human resource management

IV: Independent variable

KMP: Knowledge management process

L&D: Learning and development

OC: Organisation Culture

OCAI: Organisational Culture Assessment Instrument

OD: Organisational development

RQ: Research question

TI: Turnover intention

TIS-6: Turnover intention scale 6

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This chapter offers a general introduction to the development of the research. Starting with a brief synthesis of the relevant literature on the Irish hospitality sector, highlighting its importance to the country's economy as well as turnover intentions (TI), highlighting some probable causes. Subsequently, the topic of organisational culture (OC), and its four main types according to Cameron and Quinn (2011), are addressed, as well as its impact on organisations and workers. Likewise, the gap in the literature in the Irish context is highlighted. The rationale for the study and the importance of filling this gap in the literature are then explained. This subsequently leads us to generate the research questions which form the basis of this study, establishing research objectives and hypotheses, and detailing the structure of the dissertation in the final part of the chapter.

1.2 Background

It is necessary to understand that people who work in the hospitality sector are involved in a business whose main objective is the provision of services. In addition, the hospitality sector presents unique characteristics and constant challenges (Dawson *et al.,* 2023). According to Deloitte (2020), the hospitality and tourism sectors are the most important sectors of the Irish economy and accounted for approximately 1.5% to 2.3% of the country's gross domestic product (GDP) before the pandemic. This important contribution is estimated between 5,000 and 7,600 million euros (Deloitte, 2020). Furthermore, the Irish hospitality sector is characterized by a considerable proportion of part-time and/or seasonal employment, a trend that has become more pronounced during the pandemic (Curran, 2021). Before Covid-19, more than 41% of

jobs in the hospitality industry were part-time, this figure increased to 51% during the pandemic, as presented by the Irish Congress of Trade Unions (ICTU) and cited by the Joint Committee on Tourism, Culture, Arts, Sport and Media Group (2022). Additionally, tourism and hospitality generate many job opportunities directly and indirectly, such as transportation, construction, leisure etc. (Thommandru *et al.*, 2023).

As the hospitality sector is an important part of the economy of many countries and has unique and particular characteristics, academics have carried out research exploring relevant aspects of this sector., One important factor is TI among the hospitality workforce, with findings suggesting different possible causes, such as, for example, stress, job satisfaction, leadership, OC, organisational commitment, compensation, among other factors, making suggestions and recommendations in order to reduce this phenomenon (e.g., Sugiono *et al*. 2023; Ghani *et al.*, 2022; Curran and Spellman, 2021; Said, Kamel, and Aziz, 2020; Santhanam, Dyaram, and Ziegler, 2017).

OC has been the subject of many studies, however, to date it does not have a single and universal definition. Instead, there are various models, dimensions, and diverse types of classification of OC (e.g., Hofstede, Hofstede, and Minkov, 2010; Cameron and Quinn, 2006; Schein, 1985). What is clear from the extant literature is that OC plays a predominant role in the success and sustainability of organisations (e. g. CIPD 2024b; May, 2024; Narayana, 2017; Cameron and Quinn, 2011), affecting the behaviour of employees (Landekić, and Šporčić, 2015), influencing human relationships and interactions (CIPD, 2024b), innovation and creativity (Szczepańska-

Woszczyna, 2014), as well as satisfaction and commitment at work (Aldhuwaihi, Shee and Stanton, 2012).

Several types of OC have been identified in organisations, but the four types of OC that predominate in most organisations are clan (collaborative), adhocracy (creative), market (competitive), and hierarchical (control; Cameron and Quinn, 2011). This classification, made by Cameron and Quinn, is widely applicable according to Schein (2016) because it uses identifiable terminology and metaphors that stay in people's minds when they try to understand or describe what they experience in work life. Likewise, these four types of OC serve as the basis of the competency values framework of the Organisational Culture Assessment Instrument (OCAI). It is necessary to mention that there is no right or wrong OC (Cameron and Quinn, 2011), however it can be indicated that the success and performance of the organisations depends on it (May 2024).

By identifying the type of OC, it helps workers and/or managers to make decisions to modify or strengthen the culture based on their needs. Salvador, Moreira and Pitacho (2022) emphasize the importance of carefully evaluating how employees perceive the OC in organisations, also recommending evaluating the type of OC that predominates in organisations to reduce intentions of rotation and job insecurity. Little literature was found that studied OC using the OCAI and its relationship with TI in the hospitality sector. Unfortunately, no literature or study was found based on the Irish hospitality sector.

1.3 Rationale of the study

Despite the literature on OC where authors show the importance it has for organisations to date, there is a dearth of literature on OC and its association with TI among employees in the global hospitality industry using the OCAI instrument. Furthermore, no studies have been found that examine OC and its association with TI among workers in the Irish hospitality sector. This research seeks to address that gap in the literature by examining, more specifically, OC using the OCAI instrument and its relationship with TI among part-time workers in the Irish hospitality sector. Considering that the part-time workforce represents a high proportion of workers, being 48% in the accommodation and food sectors in Ireland (Skills & Labour Market Research Unit (SLMRU) SOLAS and Fáilte Ireland, 2024), by focusing on this workforce, a clearer understanding of their perceptions of the organisational culture and their TI can be obtained in order to improve human talent retention policies and reduce the high turnover that is a predominant characteristic in this labour sector (Curran, 2021), also providing empirical evidence that will contribute to increasing knowledge in this field.

To do this, first the type of dominant OC in the Irish hospitality sector will be identified using the OCAI instrument, then it will be assessed whether the types of OC identified with the OCAI instrument are related to TI among part-time workers in the Irish hospitality sector.

By understanding this relationship, employers and managers can develop strategies to improve their OC, and knowing the type of organisational culture in their organisations will allow them to generate, develop, and prioritize a positive

organisational culture, which will foster a more inclusive environment, improving job satisfaction and therefore reducing turnover intentions among their workforce (Abawa and Obse, 2024), knowing that the hospitality sector is a competitive sector, where employee retention is crucial to the success and sustainability of the organisation (Han, 2022).

1.4 Research aims and objectives

This research aims to explore the different OC (Clan, Adhocracy, Market, and Hierarchy) prevalent in the Irish hospitality sector and their relationship to TI among part-time workers in the Irish hospitality sector. The objective of this research is to carry out a quantitative analysis to investigate the relationship between OC and TI among part-time workers in the Irish hospitality sector. We will use the OCAI instrument developed by Cameron and Quinn (2011) to assess OC which will allow us to determine what the dominant culture or cultures are in the Irish hospitality sector. Using the Turnover Intention Scale (TIS-6; Bothma and Roodt, 2013) to assess TI we will then explore whether the types of OC are related to TI among part-time workers in the Irish hospitality sector. The findings will help inform recommendations for employers in the Irish hospitality sector with the aim of reducing TI because of the OC used by the Irish hospitality sector.

1.5 Research Questions

Using a quantitative approach, the research questions of the study are as follows:

Research Question 1: What organisational cultures predominate in the Irish hospitality sector according to the OCAI instrument?

Research Question 2: Is the clan type organisational culture related to the turnover intentions of part-time workers in the Irish hospitality sector?

Research Question 3: Is the organisational culture of the adhocracy type related to the turnover intentions of part-time workers in the Irish hospitality sector?

Research Question 4: Is the market type organisational culture related to the turnover intentions of part-time workers in the Irish hospitality sector?

Research Question 5: Is the organisational culture of the hierarchy type related to the turnover intentions of part-time workers in the Irish hospitality sector?

1.6 Hypotheses (H)

As the research is exploratory no hypothesis has been stated for Research Question 1 and no direction is provided for the relationships hypothesised in Research Questions 2 – 5.

H1: There is a significant relationship between clan type organisational culture and turnover intentions of part-time employees in the Irish hospitality sector.

H2. There is a significant relationship between adhocracy type organisational culture and turnover intentions of part-time employees in the Irish hospitality sector.

H3. There is a significant relationship between market-type organisational culture and turnover intentions of part-time employees in the Irish hospitality sector.

H4. There is a significant relationship between hierarchical type organisational culture and turnover intentions of part-time employees in the Irish hospitality sector.

1.7 Structure of the Dissertation

This dissertation is comprised of six chapters, references, and appendices. Each chapter is divided into sections in which essential elements of the research are addressed.

Chapter 1 Introduction: This chapter presents the research study, the background, the justification, the research questions, and the study hypotheses, highlighting the importance of carrying out the research.

Chapter 2 Literature Review: The literature review discusses the most relevant academic works on OC within the hospitality industry in relation to the TI of its workforce. This critical analysis of the existing theory serves as a theoretical basis for the present research.

Chapter 3: Research Methodology: This chapter focuses on the research methodology used in this dissertation, detailing the chosen research design, the research method, the purpose of the research, the research strategy, the method chosen for data collection and the strategy that was used for data analysis, as well as the ethical considerations adopted throughout the research process.

Chapter 4: Findings and Analysis: This chapter presents the analysis of the data collected, detailing the findings that are key to the study. For this purpose, Microsoft

Excel, and the IBM Statistical Package for Social Sciences (SPSS, version 29) were used.

Chapter 5: Discussions: This chapter interprets the findings found in the previous chapter, describes the relationship of the findings to the research questions and hypotheses, and critically analyses them with the relevant literature. Subsequently, the limitations of the study are discussed and recommendations for future research are made.

Chapter 6: Conclusions and recommendations: This concluding chapter reflects the conclusion of the research, summarising the most important findings found in the study, and then offers recommendations that could be of help to employers and managers in the Irish hospitality sector. Finally, the personal learning statement is presented.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The hospitality sector is one of the most important, dynamic, and key sectors in the economy of the countries and Ireland, which contributes significantly to regional employment, with a high proportion of seasonal, informal, and part-time employment (Skills and Labour Market Research Unit (SLMRU) SOLAS and Fáilte Ireland 2024; Curran, 2021). Despite its importance in the economic sector, the sector faces many challenges, the most recent being the pandemic, which caused a reduction in the economy and forced many companies dedicated to this sector to close their businesses (Fair Work Convention 2022; Curran, 2021). Another challenge facing the hospitality industry is the need to change the negative perception that employees have of the sector, which is characterized by a culture of unfair treatment, due to poor working conditions, which is reflected in its high labour turnover (Curran, 2021).

Factors related to TI in the hospitality sector have been studied and researched by different authors, who suggested recommendations to reduce this phenomenon (e.g., Adriano and Callaghan, 2020; Santhanam, Dyaram, and Ziegler, 2017). However, to date, labour turnover in this sector remains high. For example, Ozturk, Hancer, and Wang (2014) conducted a study in the United States in which they found that there is a negative relationship between OC and TI, suggesting that employers and managers build trusting relationships to minimize IT. Therefore, understanding the relationship between OC and IT of hospitality workers will allow managers to create a more positive OC, creating a more favourable work environment and thus reduce labour turnover (Datta, 2020). In addition, having a positive OC promotes innovation and

increases employee performance (e.g., Bendak, Shikhli, and Abdel-Razek, 2020; Aboramadan, *et al*., 2020; Narayana, 2017; Szczepańska-Woszczyna, 2014).

This literature review dives into two principal areas: OC and TI, focusing on the hospitality sector, exploring concepts, typology, as well as the relationship of OC in TI.

2.2 Organisational culture (OC)

There is a vast literature on OC, and it has been studied for years by different academics, researchers, and post-graduate students (e.g., Cameron and Quinn, 2011, 2006; Hofstede *et al*., and Minkov, 2010; Schein, 1985, 2010), to name a few scholars. However, to date there is no standardized definition or concept of OC; The causes may be many, but the most relevant could be due to the particularity inherent to each organisation, which represents a challenge for academics and researchers when developing a unique concept of OC (Mercadal, 2023). This absence of a clear concept of OC hinders the ability to establish a relationship between performance and culture (CIPD, 2022). To give an example for Narayana (2017), OC is the interaction of employees' behaviour through their experiences with the values and vision of the organisation, which plays a crucial role in employee performance. And for Bamidele (2022) OC is like a structure that differentiates one organisation from another, contributing to creating a brand image of the organisation. Furthermore, OC influences turnover intention and job satisfaction, meaning if an organisation cultivates a good OC and good Human Resource Management (HRM) practices, the lower the turnover rate among its employees will be (Maryati, Panjaitan and Sukmawati, 2022).

Despite not having a single definition, most people have an idea or can recognize OC within their organisation, informally defining it as the way of doing things (Gutterman, 2023; Hofstede *et al*., 2010). Likewise, Bamidele (2022) mentions that there are organisations with a strong OC and others with a weak OC. Which means that organisations with a strong OC are characterized by sharing their values, principles, beliefs, and objectives with all their workers, and the result of this interaction is reflected in the commitment, trust, and loyalty of employees towards the company. While organisations that have a weak OC have difficulties in sharing their goals, values, and beliefs with their employees, which is reflected in high TI among their employees.

Many scholars have proposed different dimensions to study OC. One of the reasons is that OC has a broad and inclusive scope, constituting a broad and often ambiguous complex study, so some relevant element always arises for its study (Cameron and Quinn, 2006) According to Schein (2010), there is no single approach to studying OC. The best method will depend on the proposal and the objectives of the research.

According to Schein (1985), OC is a set of basic assumptions shared by a group of people who have learned as they solved their problems of external adaptation and internal integration, and whose assumptions have worked well enough to be considered valid, so it is shared with new members of the group. By being shared with new members of the group, they accept it as the correct way of thinking, interacting, and feeling. Therefore, Schein and Schein (2016) propose three distinct levels to define OC, making it simpler and more precise. These levels are Artifacts: Visible and tangible manifestations of the organisation's culture. Although it is easy to

observe, it is difficult to decipher. Espoused Beliefs and Values: Ideals, goals, values, aspirations, ideologies, and rationalizations explicitly stated by the organisation, but which may not always align with actual practices. Basic underlying assumptions: The core beliefs and values that underpin the OC, often implicit perceptions, thoughts, and feelings that are taken for granted and deeply embedded in organisational members. This model often represents a hierarchical structure, where artifacts are the visible part, and values and assumptions are the unseen parts (CIPD, 2023).

As seen, there is a considerable number of researchers who have studied OC with the aim of defining it, thus generating various models and reference frameworks, some linked to specific contexts or phenomena. On the other hand, Cameron and Quinn (2011) mention that even within the same organisation, departments or even work groups may have unique cultures, which could make it difficult to try to integrate or coordinate processes or activities within the organisation.

2.2.1 Types of organisational culture:

It is important to specify that there is no single OC; literatures and research demonstrate and accept that organisations have different OC which have particular and unique characteristics. For example, Workhuman (2023) considers nine types of OC, which are: Strong leadership culture, Customer first culture, Role-based culture, Task-based culture`, Culture of purpose, Clan (or collaborative) culture, Culture of hierarchy (or control), Adhocracy (or creative) culture, Market culture (or competition).

However, for Cameron and Quinn (2011, 2006), the four main types of dominant culture are: Clan ***(collaborative),*** hierarchical ***(control),*** market (competitive), and adhocracy (creative). These four main types of cultures serve as the basis for the OCAI competency values framework. This classification makes sense to Schein (2016) because it uses relatable terminology and metaphors that stay with the individual as they try to understand or describe what they experience in work life. Additionally, Cameron and Quinn (2011) suggest that there is no single type of OC that guarantees success in the search for quality; to do so, organisations must identify an appropriate combination of the main types of OC, all depending on the characteristics and objectives of each organisation. This means that an organisation can apply diverse types of cultures, for example, hierarchical culture in process control, market culture in customer satisfaction, clan culture in team building, adhocracy culture in implementing creative solutions. For May, (2024) these four main types of OC play a key role in the functioning and performance of the organisation. The four main types of OC will be explained in more detail in the next sections.

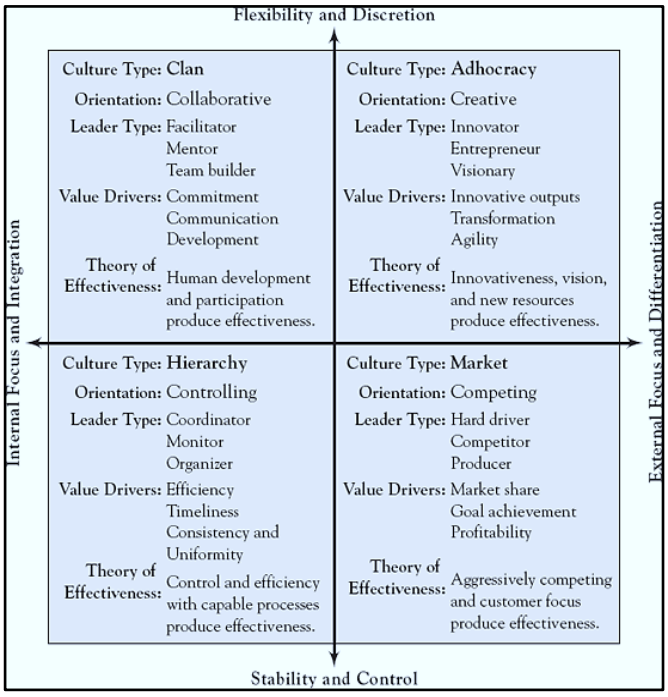

Figure 1 Main types of organisational culture

2.2.1.1 The clan (collaborative) culture

Clan culture or collaborative culture is characterised by teamwork, employee development, mentor leadership, tradition, loyalty, empowerment, cohesion, and morale (Cameron and Quinn, 2006). In this type of organisations, leaders act as mentors and even as father figures, promoting commitment, responding to the needs, and enhancing the capabilities of employees. Cohesion and morale are of utmost importance, as clan culture keeps organisations united by tradition and the loyalty of their workers (Cameron and Quinn, 2011).

Creating an effective clan culture requires a leader who fosters engagement, responds to the needs, and enhances the capabilities of employees. An example of a clan culture would be Pixar, the creator of highly successful animated films, according to some employees of that company who stated that their success is because clan culture prevails in the organisation (Cameron and Quinn, 2011).

Several studies have found that clan culture is the most preferred and accepted by employees. For example, there is a great similarity in the research carried out in India by Chennatuserry *et al*. (2022) among primary level teachers, and the study developed by Balková and Jambal (2023) in the Czech Republic among 962 companies, both studies found that there is a prevalence of clan culture even though the studies were carried out in contexts, countries and different years.

2.2.1.2 *The hierarchy (control) culture*

The hierarchical culture or control culture is characterised by having a formal organisational structure, predominating stability and control. Therefore, there is a line

of authority when making decisions, the procedures and rules are standardized and defined (Cameron and Quinn, 2011). Large organisations and government entities are dominated by a hierarchical culture, such as the department of justice, defence force, police forces, among others. Among private companies you can also find Toyota Motor Corporation or McDonald's (Cameron and Quinn, 2011). This statement also coincides with the results found by Bukoye and Abdulrahman (2023) in their study carried out in Nigeria, where forty-two people from six local governments participated, whose finding was that despite the existence of several types of OC in the local governments in Nigeria, the dominant culture was the culture of hierarchy.

When a hierarchical culture predominates in an organisation, workers follow procedures and are monitored and controlled. Likewise, managers usually have organisational, control, monitoring, administrative skills and maintain efficiency (Cameron and Quinn, 2011). In addition to this, a study carried out by Ali, *et al* (2016) found that hierarchical culture significantly influences the knowledge management process (KMP). This study result is similar to the study already obtained by Tseng, (2011) where he demonstrated that hierarchical culture influences KMP and can also act as a mediator for the conversion of knowledge and KMP.

2.2.1.3 ***The Market (competitive) culture***

As its name indicates, this type of OC functions more like a market, operating through economic mechanisms (profits) and monetary exchanges (Cameron and Quinn, 2011). That is, it focuses or is oriented towards its external environment rather than its internal environment, for example its focus is clients, suppliers, contractors, among others. Therefore, it is not surprising to find that the predominant values in this type

of OC are competitiveness and productivity and its main objectives are profitability, competitive advantage in market niches, so everything other than increasing income, improving market share and visibility is considered a failure of this type of culture (Cameron and Quinn, 2011). Therefore, in market culture, leaders tend to be competitive, productive, and demanding, having management, production, negotiation, motivation, and results-oriented skills (Cameron and Quinn, 2011).

For example, a study conducted by Bamgbade, Kamaruddeen and Nawi (2017), among 172 companies engaged in the construction industry in Malaysia, suggests that companies must adopt the market culture, to guarantee and satisfy the demand and needs of customers, with the objective of improving its performance and sustainability in the business. On the other hand, it is necessary to point out that the approach of this type of culture is often beneficial only for the organisation, but not for the employees due to the high competition, which can be stressful, exhausting or even toxic and destructive for them (Buchanan, 2023).

2.2.1.4 The adhocracy (creative) culture

This type of culture is considered an ephemeral culture because it is specialized, temporary and dynamic. This type of culture encourages collaboration among its members, promotes trust and autonomy, and empowers its collaborators to be innovative and creative (Cameron and Quinn, 2011). Organisations with an adhocracy culture create a participatory and flexible work environment for their employees, which is necessary as organisations develop in a more dynamic and changing environment. Organisations where adhocracy culture predominates are dedicated to developing new products and services, using a lot of creativity, generating a vision of

the future. The type of leadership that predominates in this type of culture is visionary, innovative, and risk-oriented leadership, so the organisation remains united due to its commitment, experimentation and innovation, a clear example is Apple (Cameron and Quinn, 2011).

A study carried out by Noone, Lin and Sharma (2024), among restaurants located in the United States, which were closed during the pandemic, demonstrated that there was a strong link between the culture of adhocracy and a rapid and innovative response to uncertain situations or unforeseen, allowing these organisations to recover more quickly after the uncertainty caused by the pandemic. Which means that the culture of adhocracy can play a fundamental role in driving innovation and creativity in times of crisis or uncertainty. On the other hand, Yang (2022) argues in their study carried out at the Taiwan Foundation for the Disabled that clan culture and the culture of adhocracy do not help to improve employee commitment within that institution, as they cannot mediate between transformational leadership and organisational commitment.

2.2.2 Importance of organisational culture:

OC is one of the main factors that determine the performance of organisations, but it can also effectively promote or inhibit cooperation, the exchange of knowledge, experiences, and ideas, and favours the development of creativity and innovation (Szczepańska-Woszczyna, 2014). As Landekić, and Šporčić (2015) suggest, OC and policies of an organisation retroactively affect the members of an organisation, who in turn, with their attitudes and behaviours, positively or negatively affect the development and efficiency of the company. Therefore, cultivating a positive OC

helps the fulfilment of strategies and the success of organisations, unlike an organisation with a negative OC, which can lead to deficient performance; and to the failure of the organisation (Culture Factor Group, 2024).

Leaders and managers are responsible for creating and maintaining a positive OC (Cameron and Quinn, 2011; Schein, 2010). Therefore, the work of human resources, learning and development (L&D) and organisational development (OD) is important because they influence human relationships and interactions (CIPD, 2024b). What is clear is that the authors agree that OC is the key for any organisation to be successful and endure over time and reflects how the organisation is functioning (CIPD 2024b, Watkins, 2013; Cameron and Quinn, 2011; Schein 2010). Because OC is an important key to the long-term effectiveness of organisations, it is necessary that people who study or manage OC can measure the dimensions of culture, this allows them to formulate strategies to improve them and enhance them or change them (Cameron and Quinn, 2011).

2.3 Hospitality sector

Lashley (2000) suggests that hospitality is based on the relationship between host and guest, where the host must show generosity and genuine respect to please the guest. However, Slattery (2002) has a broader concept, mentioning that the hospitality business must be understood in a three-level context. The first context he suggests is the industry context, which emphasizes that hospitality companies are not just hotels but a variety of independent businesses, whose primary function is not only accommodation but also food and entertainment. The second context is the comparative one, which is more related to the development of the economy and the

consolidation of businesses linked to the hospitality industry, and finally the context of the place, which consists of providing food, accommodation, and drink. For this reason, customers in the hospitality sector not only buy products but also services and facilities.

The hospitality and the tourism industry have an impact on the economic development of a country, actively contributing to employment opportunities directly or indirectly, also promoting development in other sectors such as construction, the food industry, culture, among others (Thommandru *et al.*, 2023). It is also of vital importance in the social aspect, since it allows states to have an international positioning, due to the historical, cultural, values and ethnographic exchange (Nikoliuk *et al.* 2023). Therefore, the hospitality sector plays a key role in satisfying tourism needs, which include accommodation, food, and leisure (Ionel, 2016). However, this industry presents challenges when it comes to meeting tourism needs, due to varied factors, including having a young, non-unionized and in many cases poorly qualified workforce (Fair Work Convention, 2022). Therefore, qualified, and trained employees are needed, including the advanced use of technology (Ghani *et al*., 2022).

It is also worth mentioning that the hospitality sector is usually characterized as atypical employment, since it can include temporary or temporary contracts, part-time or full-time, hired through agencies or subcontractors. However, what is most prevalent are part-time jobs that often involve irregular hours (Bobek and Wickham, 2017). Likewise, according to the report by the Skills & Labour Market Research Unit (SLMRU) SOLAS and Fáilte Ireland (2024), the part-time workforce in the accommodation and food sector in the 4th quarter of 2023 in Ireland was 48% of the total workers in the sector, which represents approximately 88,800 people.

2.2.1 Hospitality organisational culture:

The hospitality industry focuses on providing exceptional experiences to its customers, but when it comes to defining its OC, it is complicated since it often presents unique challenges in terms of OC, due to which it presents many facets which change depending on many factors, such as the type of leadership used, management, communication, among other factors. Michigan State University (2024) states that the best hospitality organisations that have a quality culture are those where all members of the organisation are committed to management, in addition to focusing on their policies and processes, which is why these organisations are successful and they survive over time. This emphasis on quality aligns with Pizam's (2020) definition of hospitality OC. Additionally, it divides hospitality OC into five dimensions, each dimension is composed of a series of essential traits, which are: Client-server interactions; Client-support staff interactions; Work environment; Relationships with external stakeholders and, the facility environment.

While Papaioannou *et al.* (2021) mention that hospitality OC has seven factors, which are: Achievement of objectives; change management; organisational commitment; organisational performance; cultural strength; coordination, and teamwork.

Leyva-Duarte *et al.,* (2020) in their bibliometric research found that OC in the hospitality industry is related to performance, total service quality, customer delight, customer service and above all leadership, which is the key to OC. Another key aspect of OC in hospitality is teamwork, an organisation where there is a culture of collaboration and mutual respect helps create a positive work environment, which reduces TI . which is related to what was later expressed by Dawson *et al*., (2023)

where they mention that hospitality OC has an impact on employees and the service they offer, that is why managers must continually reinforce their communications, actions and feedback so that employees feel safe and supported, which is will reflect on TI, job satisfaction and job performance.

On the contrary, Curran (2021) highlights in their study that working conditions in the hospitality sector are not ideal, particularly the culture of mistreatment that employees often experience. This mistreatment arises from unitary and selfish ideologies of employers, which prioritize profits over employee well-being. The explanation is supported by Buchanan (2023), who in turn highlights that organisation that prioritize financial profits over employee well-being are characteristics of a market culture. The priority on profits could be due to the highly competitive environment of the hospitality sector.

Several studies have revealed that distinct types of OC predominate in the hospitality sector. For example, a study carried out by Zoghbi-Manrique-de-Lara and Ting-Ding (2016), in Gran Canaria, Spain, identified that clan and adhocracy cultures are the only ones that significantly increase trust among hotel employees. This conclusion is complemented by what was observed by Ibarra-Michel *et al*., (2019) in their study which was carried out among employees of the hotel sector in Mazatlán, Mexico, where the predominant clan-type OC played a determining role in achieving business sustainability, suggesting a positive relationship between this type of culture and trust.

On the other hand, Simovic *et al*., (2023) conducted a study in the tourism and hospitality sector of Montenegro, where their results showed that in hotels located in the southern part of Montenegro, a hierarchical culture predominates, unlike restaurants and travel agencies located in the central part and northern Montenegro whose organisations were dominated by. Stating further that market and adhocracy cultures have a minimal and insignificant presence unlike clan and hierarchical culture in Montenegro.

However, Matete and Kilika (2023), in their study carried out in Kenya and in which 189 employees from fifty-seven hotels participated, found that companies recovered more quickly depending on the level of OC they adopted, being market cultures and adhocracy those that had a significant impact the recovery of companies after the pandemic. On the other hand, a recent study carried out by Lim, Ok and Lu (2024) suggests that companies dedicated to hospitality and tourism should develop a creative and innovative OC in their organisation, which encourages risk taking and creativity to solve problems, and must promote leadership inclusion, and employee engagement.

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2.4 Turnover intention

CIPD (2024a) defines employee turnover as the percentage of the total workforce that leaves an organisation during a specific period. It is known that rotation processes harm organisations not only as an employer brand but also economically, due to downtime, recruitment, selection, interviews, and training, among other costs (Porter, 2011). A similar view was later provided by CPID (2023b), adding that costs will also depend on the type or category of the position to be filled and the condition of the

employee leaving the organisation. Focusing on the hospitality sector in Ireland, similarly Larios Rizo (2024) mentions that labour turnover represents a large expense for the hospitality sector in Ireland, further suggesting that employers should focus on prioritizing talent retention.

Delving into the reasons why employees want to leave their jobs in the hospitality sector, a study developed by Andriani *et al.,* (2023) concludes that employee engagement was negatively correlated with turnover rates, highlighting that a more engaged workforce is less likely to leave the organisation, making it necessary to foster a sense of belonging and alignment with organisational values.

Another study by Sai and Pinapati (2023) suggests that future research on staff turnover is likely to focus on topics such as knowledge management, affective commitment, human capital, and management strategy. This aligns with what Porter, *et al*. (1974) mentioned decades behind in which he emphasized that more studies of personnel turnover should be carried out but include the job satisfaction variables.

For their part, Malek, Kline and DiPietro (2018), in their study, found that managers significantly influence the work environment and the behaviour of employees, which has an impact on turnover intentions, which agrees with what was later expressed by CIPD (2023), whose study highlights the relationship with leaders, managers or immediate superiors that influence employee TI.

The reasons why employees intend to leave their jobs are very varied. On the contrary, Han (2022) proposes that studying the factors of TI in organisations requires a

multilevel approach, encompassing the individual factor, the team factor, and the organisational factors. Nguyen, Hoang and Luu (2023) for their part expand this framework by including the customer level, emphasizing the importance of customer satisfaction in influencing employee TI. On the other hand, Curran (2021), conducted a study in Ireland during the time of the pandemic. Their research involves a total of 277 hospitality sector employees (257 responded to an anonymous online survey, 15 provided their testimony verbally, and 5 participated in interviews). In their study, they identified that TI are high in the hospitality sector due to the following causes: abusive treatment by employers, managers, and even co-workers, which can be verbal, even physical. and psychological, the stress caused by work overload and hours worked mostly standing, poor management, human treatment, violation of their labour rights, because the majority of employees are unaware of their rights as workers in Ireland, low salaries, non-compliant payrolls with the hours worked, working conditions, lack of training, professional growth, client abuse, fear of expressing oneself, among other factors, in simple terms the environment and working conditions are not adequate. A finding that is partly related to what was found by Redmond *et al.,* (2021) in their comparative study between 13 European countries including Ireland, where they found that the accommodation and food sector is one of the sectors with the lowest minimum wages. These findings suggest that the work environment, working conditions, job opportunities, and inadequate salary compensation play a key role in employee satisfaction, which could be reflected in their TI.

Moreover, the Joint Committee on Tourism, Culture, Art, Sport and Media Ireland (2022) made a series of recommendations to the Minister of Tourism, Culture, Arts, Gaeltacht, Sports and Media with the aim of improving the working conditions of

workers in the hospitality sector, with recruitment and training to be improved of employees, implement labour legislation for the tourism and hospitality sector in Ireland, giving priority to women, minority groups and migrant workers, coordinate advertising campaigns with the aim of encouraging workers to join unions without restrictions, among other recommendations, all of this with the purpose of retaining and attracting labour to the sector.

2.3.1 Turnover intention in the hospitality sector

It is known that the hospitality sector is a dynamic and competitive industry, with frontline employees being the main resource, therefore the high turnover of these employees causes negative effects on the provision of the service (Santhanam *et al.,* 2017). A classic example of TI in the hospitality sector was found by Bobek and Wickham (2017) where they say that remuneration in the Irish hospitality sector is the lowest in the country, not being attractive to most employees, added to this the working conditions, the balance between work and personal life, are the factors that increase TI. Likewise, other studies carried out in the hospitality sector by Pu *et al.,* (2024) in China, Sugiono *et al.,* (2023) in Indonesia and Ghani *et al.,* (2022) in Pakistan, suggest that customer treatment and incivility is related to employee stress levels and TI.

Other studies show that the work environment has an impact and influences TI (Andriani *et al.* 2023); On the other hand, Bufquin *et al.,* (2017) mention that if managers are considered competent and warm, employees are less likely to leave the organisation,

A considerable amount of evidence has been published on the causes or factors of TI. These studies suggest that organisations should work to reduce this phenomenon. If we focus on the Irish context, several postgraduate students have conducted studies to identify the causes and impact of this phenomenon on organisations to propose more appropriate policies to retain staff. According to Jagun (2015), low motivation, recognition, salaries, and work-life balance are the triggers of TI. The results of this study are similar to those obtained that same year by Tiwari (2015), also highlighting that age, gender and years of service have no effect when it comes to retaining employees. An additional fact is evidenced in the study carried out by Moloney (2021), in which among the 152 participants in the study, 92 respondents mentioned that it is their colleagues who encourage them to continue working. This highlights the importance of CO and camaraderie in employee retention.

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2.3.2 Turnover intention in the hospitality sector and organisational culture

Few authors have conducted studies focused on the influence of the type of OC and TI in the hospitality sector workforce. One of the few studies found was the one carried out by Ozturk *et al*., (2014) in the Turkish hotel sector, where the results of these studies seem to suggest that Clan, adhocracy and market type OC had no significant relationship with intentions of worker rotation, quite the opposite, these types of OC had a positive impact on employees. This reflects that an organisation with a supportive and positive culture serves as a mediator between negative relationships, which may be due to lack of communication, job dissatisfaction, and TI in the hotel sector (Duarte and Silva, 2023).

Subsequently, Chiu (2024) in his study carried out in Taiwan found that organisations that allow and support their employees to develop personally and professionally have a positive impact on the organisation, which generates attachment and loyalty to the organisation, reducing TI. These studies show us the importance of maintaining a more positive work environment that promotes and supports the personal and professional development of employees, the more committed and satisfied employees are with the organisation, this will be reflected in the low turnover rates in their organisation.

Although the study focuses on the hotel sector, it is important to mention that due to the limited literature found, the author sought research in other contexts. For example, the study of Dewi, Mulyani, and Kusumapradj (2023) in a South Korean hospital where they found that clan-type OC favours the reduction of TI among nurses. Their findings also partially align with the findings of Park and Lee (2016) where they highlight that clan culture had a negative correlation with burnout and TI among early childhood teachers in Korea.

On the other hand, Aldhuwaihi *et al.,* (2012) investigated the relationship between OC, satisfaction, and work commitment among bank employees in Saudi Arabia. Their study highlights that the four types of OC are positively associated with job satisfaction and commitment. However, clan and adhocracy cultures had a more significant correlation with job satisfaction compared to market and hierarchy cultures.

2.5 Literature gap

The Irish hospitality sector, as in many countries, faces a persistent challenge which is the high turnover of its workforce (Curran, 2021). Although there is an extensive general literature on the variables of TI and OC, it has been observed during the literature search process that there is a notable lack of studies that specifically explore the different types of OC and their influence on the TI within the Irish hospitality sector, this gap in the literature limits understanding of how different types of OC impact workforce TI.

However, this gap in the literature cannot be taken as a disadvantage, but on the contrary, as a unique and valuable opportunity to delve deeper into this field of study, allowing valuable information to be provided that allows us to understand whether the types of OC that predominate in the hospitality sector influences TI, which would also provide new insights into how these concepts manifest and affect employees in the Irish hospitality sector. The results of the research could help organisations dedicated to the hospitality industry to reformulate their strategies to retain their workforce. In addition, to serve as a guide with the purpose of promoting or creating more positive OC that encourage employee retention, which in the medium or long term would benefit the employer in various aspects, such as cost reduction (e.g., hiring processes, employee payments). liquidation, training, among others), this will allow you to improve your employer brand, which will allow you to attract more qualified and specialized human talent.

2.6 Summary

The OC is considered the core of the organisation, which influences the behaviours and attitudes of employees (Schein 2010). In the literature review, the concept of OC, the main types of OC, hospitality OC, employee turnover and their relationship were explored. Several models and frameworks were identified to identify OC in organisations, with OCAI being the most widely used, also highlighting that there is no correct or incorrect OC. On the other hand, the hospitality sector is an industry that constantly faces different challenges, the most constant being the high turnover of its staff. This high labour turnover or TI is due to several factors such as organisational values, norms, communication, leadership, management, innovation, creativity, work environment, working conditions, stress of dealing with rude customers, among other factors. Although there are various investigations related to OC and how it influences the performance of organisations, few studies have focused on identifying the predominant type of culture using OCAI in the hospitality sector and its relationship with workers' TI.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter attempts to outline a model of research methodology and design necessary to carry out this study. This process involves the steps to follow so that the researcher can select the most appropriate techniques, procedures, or models for the research. For this reason, the research framework called “research onion” was used (named for its resemblance to the layers of an onion). These layers focus on a specific aspect of the study, showing a diversity of options and strategies that researchers can use in their research (Alturki, 2021).

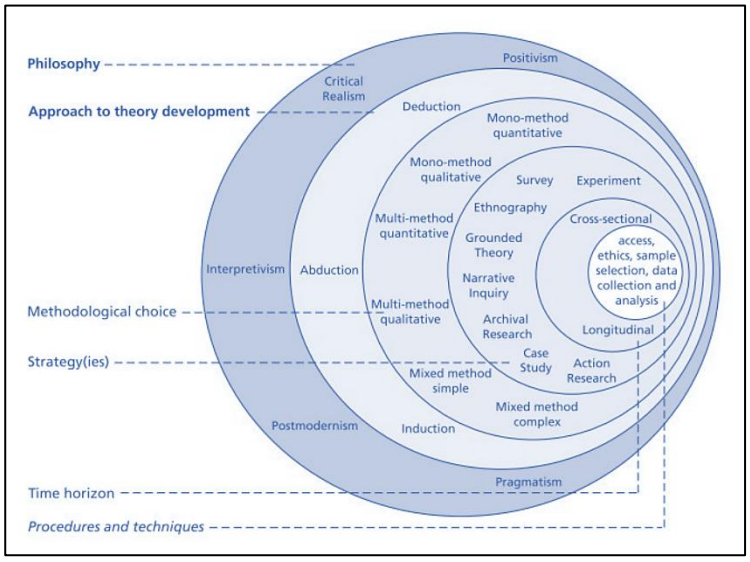

Figure 2 The research onion

To carry out the research, the researcher will follow the onion research framework, which will focus on aspects of research such as philosophy, approach, methodology, strategies, procedures, and research techniques.

3.2 Research Philosophy

Research philosophy is considered a system of assumptions or beliefs about how knowledge evolves (Saunders, Lewis, and Thornhill, 2023). In simple terms, it would be the way we learn and discover new things. If the assumptions are consistent, thoughtful, and well structured, it will make the research philosophy reliable, which will allow the research question to be shaped. Likewise, it will serve as support for the choice of methodology, research strategy, data collection procedures, and analysis technique, allowing the findings to be reported, discussed, and a conclusion reached (Saunders *et al*., 2023). In other words, it will make the research coherent and connect with the elements of the research.

The classification of research philosophy often causes confusion and difficulties among students at various levels of higher education, as pointed out by Sahay (2016). This is due to the disparity in the terminology and classifications used by different authors, without a clear consensus. Therefore, it is essential that researchers clearly understand the elements that make up the paradigms, since they guide and base the research according to the assumptions, beliefs, norms, or values that support them (Kivunja and Kuyini, 2017).

3.2.1 Philosophical assumptions

There are several types of assumptions relevant to research design and philosophy, Saunders *et al.,* (2023) focus on three: ontological, epistemological, and axiological assumptions. A clear understanding of these concepts allows to outline and justify the choice of a particular philosophy, which may be positivism, critical realism, interpretivism, postmodernism or pragmatism.

Kivunja and Kuyini (2017) define ontological assumption as the philosophical study of nature, existence, or reality, as well as the basic characteristics of things that exist and their relationships. For Saunders *et al*., (2023) argue that the assumptions of ontology shape how research objects are viewed and studied. On the other hand, Epistemology explores how we come to establish what is true in research; this field of study is fundamental to understanding the processes that support research and the validity of its data and methods (Kivunja and Kuyini, 2017), guiding to researchers in establishing what is true in the research, select methods, techniques, data analysis and interpretation of findings (Saunders *et al.,* 2023). Axiology can be understood as the study of ethical values and principles, which plays a fundamental role when conducting research (Kivunja and Kuyini, 2017), which implies recognizing the influence of our own values and beliefs in the process research (Saunders, *et al.,* 2023).

The three philosophical assumptions are important for research as they serve as a compass that guides researchers through the complexities of research allowing them to guide their thoughts about the research problem, its importance, as well as help approach it with the objective of contribute to its solution, also reflecting on their own beliefs or ontological assumptions and recognizing the existence of diverse points of view or perspectives, allowing them to carry out more rigorous, significant and impactful research. Likewise, by adopting an epistemological position, such as positivism or interpretivism, it guides researchers when selecting methods, techniques, analysis and interpretation of data. Additionally, by critically examining our axiological assumptions, we can make informed decisions about research design, data analysis, and the overall ethical conduct of the study.

3.2.2 Justification for positivism

Once the three most relevant assumptions have been understood, it is necessary to recognize the dimension to which these assumptions belong. This will help to justify the type of philosophical research to be used in the investigation. Saunders *et al.*, (2023) recognize two dimensions: objectivism, which incorporates assumptions from the natural sciences, arguing, in simpler terms, that the social reality being investigated is external to the researcher. And subjectivism, which incorporates assumptions from the arts and humanities, meaning that social reality is born based on people's perceptions and actions.

On the other hand, Saunders *et al.* (2023) classify the philosophy of research into five: positivism, a strictly scientific empirical method designed to produce pure data and facts without the influence of human interpretations or biases, seeks causal relationships in its data, which can help explain and predict behaviours and events in organisations. To this end, existing theory can also be used to develop hypotheses, which can be fully or partially verified or refuted. Critical realism: Views reality as something external and independent, this reality cannot be correlated or measured through quantitative or statistical methods, making the use of various methods acceptable. Interpretivism: A subjective philosophy that studies and interprets the opinions and interpretations of individuals, allowing the researcher to create new interpretations of the social world. Postmodernism: Emphasizes the role of language and power relations, seeking to question previously accepted ways of thinking and give voice to alternative, marginalized views. And pragmatism: which starts from a specific problem and aims to provide practical solutions for the future. The

researcher's values drive the reflective process of inquiry, which begins with doubt and the feeling that something is wrong or out of place.

Having analysed and understood the assumptions and their dimensions and taking into consideration the advantages and disadvantages of the different research philosophies, the researcher opted for the philosophy of positivism, because the researcher will use existing theory of OC and TI to formulate the research questions and hypotheses. These study objectives will then be measured statistically using IBM software called SPSS version 29, for which the data would be collected through an anonymous online survey, during the analysis the researcher will analyse and explain if there is a relationship between the OC variables and TI.

3.3 Research approach

Choosing an appropriate research approach allows the researcher to make a more informed decision about their research design, helping them to think about what the best research strategy and methodological choice for the research will be. According to Saunders *et al.,* (2023), there are three main approaches to theory development: Deduction: Develops a theory and a hypothesis or hypotheses, and the research strategy is designed to test the hypotheses, which will allow you to reach a logical and solid conclusion to later describe them. Induction, on the other hand, focuses first on the data collected, analysing it and then developing the theory. Finally, Abduction uses data to explore a phenomenon, identify themes and explain patterns with the aim of generating a new theory or modifying an existing one, which can then be tested with additional data.

The deductive methodological approach presents a series of attractive characteristics that make it especially interesting for this research, since it is aligned with the positivist philosophy of research, in addition to existing theoretical frameworks of OC and TI. On the other hand, the research seeks to explain the causal relationship between the independent variable OC and the dependent variable TI, thus allowing the generation of a series of objectives, such as; To determine if there is a relationship between the type of clan OC and TI among workers who work part-time in the Irish hospitality sector, for which quantitative data will be collected through an online questionnaire.

3.4 Research design

According to Saunders *et al*. (2023), the research design is how a research project is planned. For which tactics are formulated to achieve the investigation, among them the collection and analysis of data is considered, it also includes the detailed design of the procedures and techniques to analyse the data. It must be essential that the research design is ethical, and it must identify, minimize, and/or overcome concerns and risks during the research process.

3.4.1 Research purpose:

According to Saunders *et al*. (2023) the research question indicates whether the purpose of the study is exploratory, descriptive, explanatory, or evaluative, or can have a combination of these, that is, they can be single or mixed, such as the combination of descriptive and explanatory.

Exploratory, this type of study is responsible for exploring and providing a clear understanding of a topic, problem or phenomenon that is not completely clarified,

characterized because they can be modified during the research process based on new findings or data that arise during the process. study. The descriptive, on the other hand, aims to understand events, people, or situations more precisely. For example, why do these things exist or develop in this way? Not only limiting itself to observation and documentation but also analysing data using statistical techniques.

On the other hand, the explanatory study, which is responsible for delving into the why? and establish a cause between two or more study variables, normally using quantitative analysis, so it is important to understand the phenomenon before collecting the data. On the other hand, the evaluative study shows how well something is working. For example, evaluate if a marketing campaign is working or not? providing theoretical information not only to understand if it is being effective or not, but; Also, why? if we compare it with the existing theory. And the last study that Saunders *et al.*, (2023) considers is the combined one, as its name indicates, this study allows us to combine more than one study depending on the objective of the research which considers multiple or mixed methods. Meaning that researchers can adapt their study approach and answer research questions in a more diverse way, allowing a more complete and nuanced research topic to be developed.

Taking into consideration the definitions made by Saunders *et al.*, (2023) about the research study, the researcher considers that the research study is classified as descriptive research, for the following reasons:

OC variables in the Irish hospitality sector will be described using the instrument (OCAI), this involves categorizing cultures according to OCAI dimensions (clan,

adhocracy, market and hierarchy). In addition, the variable TI in part-time workers will be measured using the TIS-6 scale. It should be noted that the study variables will not be manipulated to establish the cause-and-effect relationship, but rather data will be collected to describe the current state of the factors. Subsequently, through the analysis of the survey data involving the OCAI instrument and the TIS-6 scale, the dominant culture in the Irish hospitality sector and its relationship with the TI of part-time workers will be identified. This means describing whether certain types of OC are related to TI among part-time workers in the hospitality sector in Ireland.

3.4.2 Methods

Saunders *et al*., (2023) classifies the research design into three: Quantitative: This is when the data generates or uses numerical data, which may come from surveys or questionnaires and their analysis is statistical. Qualitative: This refers to the fact that the data collection procedures were carried out through interviews or unstructured observations, or analysis techniques, their analysis is narrative, and they do not generate numerical data. Finally, mixed methods: this type of design could be called more complete because it uses the techniques and/or analysis of quantitative and qualitative methods.

The researcher will use the quantitative research design because the information will be collected through online surveys which will generate numerical data to then be analysed statistically and present the results through tables and graphs.

3.5 Research strategy

To identify the dominant OC in the Irish hospitality sector, the OCAI instrument developed by Cameron and Quinn in 2011 will be used, which has been used in several studies, being also validated by Van Huy *et al*., (2020) and Heritage, Pollock and Roberts (2014). And to know the turnover intentions in the sector, the Turnover Intention Scale (TIS-6) by Bothma and Roodt (2013) will be used since it is a validated and reliable scale used in different academic studies.

3.5.1 Survey design

For the study, a self-completed online survey was used, because the researcher considers it a better option because it is unlikely that the study participants will answer the questionnaire with the objective of pleasing the researcher or because they believe that they are more socially desirable responses to difference from telephone or in-person questionnaires Saunders *et al*. (2023). All of this was previously found by Berzelak and Vehovar (2018) in their study where they agree that web questionnaires are the ones that have the least tendency towards social desirability, unlike interviews. Therefore, the survey was designed as follows:

For the study, a self-completed online survey was used, because the researcher considered that it would be a better option, since respondents are unlikely to condition their responses to please the researcher or because they believe that they are more socially desirable responses unlike telephone or face-to-face questionnaires (Saunders et al. 2023). This decision is supported by the study by Berzelak and Vehovar (2018) which suggests that web questionnaires are the ones with the lowest tendency to social desirability, unlike interviews.

The survey is divided into four sections, the first section is the introduction, which contains the researcher's presentation, the purpose of the study and the invitation to participate in the questionnaire, also indicating that their participation is completely voluntary, anonymous and confidential, that the data collected for the study will be stored on secure servers and on a password-protected computer in a closed office, to which only the researchers will have access. In accordance with the NCI data retention policy, these anonymized data can be archived in an online data repository and can be used for secondary data analysis and the consent form. The second section is the consent form, in which participants confirm that they understand the purpose of the study and agree to participate in the research. The third part is the questionnaire itself, which is divided into three parts: first, geographic information, second is the OCAI instrument, and the third part is the TIS-6. And in the last section, an information sheet, and a gratitude for participating in the study were included. (See appendix 5, 6, 7, 8)

3.5.1.1 Organisational culture assessment (OCAI)

The OCAI instrument provides quantitative data that allows for the measurement of an organisation's current and preferred OC. This assessment instrument has longer versions, containing up to 24 items. However, for this study the cut version will be used, which considers only six questions. This instrument is a useful, precise, simple and above all easy instrument for respondents to answer (Cameron and Quinn, 2011, 2006). The OCAI considers 6 dimensions which serve as the basis for the four types of OC. They are the dominant characteristics, organisational leadership, employee management, organisational glue, strategic emphases, and success criteria.

For the purposes of this dissertation, the OCAI has been modified and will only measure the current dominant OC of the Irish hospitality sector. To complete this section of the questionnaire, participants must divide and give a score to each alternative, giving a total of one hundred (100) points per question.

Example of question:

Q1. Dominant Characteristics		**Score**
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	**15**
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	**15**
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	**60**
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	**10**
Total		**100**

Figure 3 Question one from OCAI about dominant characteristics.

3.5.1.2 Turnover intention scale (TIS-6)

The turnover intentions scale (TIS-6) is a tool that is based on the theory of planned behaviour. This scale has been adapted Bothma, and Roodt (2013) from the original, which consists of 15 items. This scale is used to truthfully identify which of the workers wish to continue working and those who intend to leave their job. According to Bothma, and Roodt, (2013), they demonstrated that the TIS-6 is a scale that can reliably and significantly identify employees who have TI from those who do not. Being a reliable tool, which can be applied in business and for academic research with the purpose of measuring TI or predicting actual turnover.

The TIS-6 will use a Likert scale. Developed in the mid-20th century, this scale remains one of the most popular tools for survey researchers. It allows measuring and determining people's opinions and attitudes (Mohn, 2024). For this study, only five measurement items will be considered, ranging from one to five, with corresponding options such as: 1: Never, 2: Rarely, 3: Sometimes, 4: Often, 5: Always.

Example of question:

N.	QUESTION	1	2	3	4	5
1	How often have you considered leaving your job?	Never	Rarely	Sometimes	Often	Always

Figure 4 Question one from TIS-6

3.5.2 Reliability

To determine the consistency of the OCAI and TIS-6 instruments, the Cronbach alpha reliability coefficient was used. Different statistics suggest and recommend different values, however, for this study the range suggested by Hinton, McMurray, and Brownlow (2014) is being considered, where a score of .75 or more is considered a high reliability scale, from .5 to .75 indicates a moderately reliable scale, however scales below .5 are considered low reliability scales.

Table 1 Instrument reliability statistics.

Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Clan Culture	.831	.835	6
Adhocracy Culture	.805	.807	6
Market Culture	.881	.884	6
Hierarchy	.547	.527	6
TIS-6	.602	.602	6

Interpretation: As can be seen in the table, the Cronbach alpha coefficient for the OCAI instrument shows that the Clan type OC yields .831, for the Adhocracy type OC, .805 for the Market type OC, yields .881, which indicates high levels of internal consistency, however, the Hierarchy type OC obtained a Cronbach alpha of .547, which indicates moderate internal consistency. On the other hand, the reliability result of the TIS-6 scale is .602, which is also considered in the range of moderate internal consistency. These data must be interpreted with caution because the sample was eighty-eight (88) participants, and according to Kennedy's suggestion (2022) the sample must be at least one hundred (100) participants for the reliability study to be acceptable, also considering that the larger the sample number, the smaller the statistical error will be.

3.6 Data collection

This study has a quantitative design, which involves the use of a questionnaire to collect data from the target population, which in this case is part-time hospitality workers in Ireland. Also, the convenience sampling method was used for this research, because the sample was collected without any obvious organizing principles in relation to the research question (Saunders *et al*., 2023). Due to the interaction with participants at the time of data collection, the type of access is mediated by the internet since it involves the use of online technology (Saunders *et al*., 2023). Because accessing employees in the hospitality sector is a challenge (Curran, 2021), the questionnaire was distributed online, and participants had access to it through a hyperlink through their phones, computers, or tablets.

In the specific case of this dissertation, software called Google Forms was used, which is a free and easily accessible tool provided by Google, which saved the data in the cloud. The data collection process for the study lasted 14 weeks, due to the small number of participants.

3.6.1 Exclusion and inclusion criteria for the study

When using a convenience sample, it is important for the researcher to take into consideration the most suitable inclusion and exclusion criteria to design his/her study, as well as to evaluate whether these decisions will influence and/or have an impact on the validity of the results (Patino and Carvalho, 2018). Taking this into consideration, and considering the importance for the research, the inclusion and exclusion criteria that the researcher considered for the present study are presented below.

Table 2 Exclusion and inclusion criteria for the study.

Criteria	Inclusion	Exclusion
- Occupation	- Cooks, waiters, maids, cashiers, kitchen assistants, waiters, bellhops, among others.	- Employer, Manager supervisor, team leader or those who hold positions of responsibility.
- Sector	- Hospitality	- Other sectors
- Type of contract	- Part-time	- Full time contract
- Age	- Over 18 years	- Under 18 years
- Voluntary	- Yes	- No
- Internet access	- Yes	- No
- Completeness of the survey	- Yes	- No
- Geographic location	- Working in Ireland	- No
- Gender	- All genders	- No
- Anonymous	- Yes	- No

3.6.2 Sample Size

The sample size for the study was determined using G*Power 3.1.9.7 software (Faul *et al.,* 2009), where a total of 84 samples would be sufficient to detect a medium effect size, (r = .3) with alpha (= .05) and power (= .80). At the end of the data collection period there were one hundred and seven respondents, of which nineteen were ineligible because they did not meet the requirements for the research, so only eighty surveys could be used.

3.7 Data Analysis

For data analysis, the researcher first performed the Kolmogorov-Smirnov and Shapiro-Wilk normality tests to assess whether the sample distribution conformed to a normal distribution. Knowing that the sample size did not meet the requirements for a parametric analysis, the researcher opted for the nonparametric approach. To analyse the correlation between the OC and TI variables, the Spearman correlation coefficient was used. Subsequently, the regression statistical analysis was performed using the linear procedure; this technique allows a more precise estimation of the correlation between the study variables (Hinton *et al.,* 2014). To perform these statistical analyses, the Statistical Package for Social Sciences (SPSS) version 29 and Microsoft Excel software were used.

3.8 Ethics

It is essential that throughout the research process the researcher acts ethically and following the code of ethics provided by the university, ensuring not to transgress the standards of conduct to guarantee acceptable and ethical research (Saunders *et al.,* 2023). Following this premise, the entire research process followed ethical principles,

such as respect for others, integrity, privacy, voluntariness, confidentiality, informed consent, responsibility in data analysis, data security, among others. Therefore, the purpose of the research was recorded in the survey, also providing the name and email of the researcher, the type of data to be collected, the method to be used, and the voluntary nature of participation, including the right to withdraw at any time, eliminating from the database the data that had been provided by the participant who withdraws.

Additionally, and in order to guarantee the anonymity of respondents, the survey was designed in such a way that no identifying information such as email addresses, names, among other data, can be collected, also informing participants that the data provided will remain anonymous throughout the analysis and reporting process, and that the data will only be used for this research, which will be kept with security measures for the five-year period stipulated by the university and respecting current legislation on data protection. After this period, the anonymized data will be deleted from the data system.

3.9 Summary

This chapter has described the methodology used to explore the relationship between OC and TI of part-time workers in the Irish hospitality sector. A quantitative, deductive, and descriptive approach was adopted. Data were collected through online surveys distributed to a convenience sample of part-time workers in the sector. The instruments selected were the OCAI and the TIS-6. To analyse the correlation between the variables, the non-parametric analysis of the Spearman rho test and the linear regression will be used, which will allow the analysis of the relationships between the variables. For this purpose, SPSS and Microsoft Excel software will be used. It should

be noted that the study has been designed considering rigorous ethical standards to ensure the protection of participants and the integrity of the data. The results obtained in this study will contribute to expanding knowledge on the influence of OC on the TI of part-time workers in the Irish hospitality sector.

CHAPTER FOUR: FINDINGS AND ANALYSIS

4.1 Introduction

This chapter presents the findings and analysis of the data collected through online surveys useful for this research. First, using tables, the findings and analysis of the demographic data will be shown, which include age groups, gender, nationality, years, and weekly hours working in the Irish hospitality sector. Second, the Shapiro-Wilk normality test is presented. Third, through tables and radial graphs, the findings and analysis of the predominant OC among part-time workers in the Irish hospitality sector, and finally, the test of the four hypotheses of the study is presented, related to whether there is a significant relationship between the type of OC (Clan, Adhocracy, Market and Hierarchy) and TI among part-time employees in the Irish hospitality sector.

4.2 Test of normality

Table 3 Test of normality.

	Kolmogorov-Smirnov[a]			**Shapiro-Wilk**		
	Statistic	df	Sig.	Statistic	df	Sig.
Clan	.210	88	.000	.891	88	.000
Adhocracy	.155	88	.000	.933	88	.000
Market	.171	88	.000	.865	88	.000
Hierarchy	.119	88	.003	.961	88	.010
Turnover intention	.110	88	.010	.973	88	.067

Nota. a. Lilliefors Significance Correction.

Interpretation: Once the normality test was applied between the study sample, the Shapiro-Wilk test was demonstrated, due to the number of participants in this study

corresponded to 88 part-time workers in the Irish hospitality sector, so it was decided to use a non-parametric test based on this result (sig. < 0.05); therefore, the Spearman Rho statistical test was used when expressing the correlations between the variables.

4.3 Findings and analysis of demographic data

Demographic information includes age, gender, nationality, year, and hours of working part-time in the Irish hospitality sector. For this study 107 surveys could be collected of which only 88 were valid for the study. The findings are briefly detailed below, and tables are provided in the appendixes.

Ages: The predominant age group for this research was the 26-31 age group with 29 respondents comprising 33% of the total respondents, followed by the 32-37 age group with 22 respondents comprising 25% of the total respondents. The 38-43, 20-25 and 44-49 age groups had 14, 13 and 8 respondents, respectively. However, the smallest age group was the 50-55 age group with only 2 respondents comprising 2% of the total respondents. (See appendix 1).

Gender: The predominant gender among the respondents was female with 49 respondents comprising 56% of the total respondents as opposed to male with 39 respondents comprising 44% of the total respondents. The age group of 26-31 years had the highest number of females and males accounting for 19% and 14% of the total respondents respectively, followed by the age group of 32-37 years with a representation of 16% females and 9% males. The age groups of 44-49 years and 50-55 years are the groups where the presence of males prevails at 8% and 2% respectively as opposed to their female counterparts who account for only 1% of the

total for both age groups. On the other hand, the age groups of 20 to 25 years and 38 to 43 years have a male representation of 6% for both age groups and for females of 9% and 10%, respectively. (See appendix 1)

Nationality: Eighteen nationalities participated in this study, with Argentina being the predominant country, with 14 respondents comprising 16% of the respondents, followed by Venezuela with 13%, Brazil and Mexico with a representation of 11%, Colombia with 10% and Peru with 8%. On the other hand, the countries with the least respondents are Chile, Ecuador, and Ireland with 5%, Paraguay and Bolivia with 3%, India and Uruguay with 2% and finally the countries of Bangladesh, Bulgaria, Myanmar/Burma, Russia, and Turkey with 1% participation, respectively. It was observed that Latin American countries predominated in the surveys, however, there was also participation from European and Asian countries. (See appendix 2).

Hours of work in the Irish hospitality sector: Many part-time workers in the Irish hospitality sector are in the 1-3 years category, with 52 respondents comprising 59% of the total respondents. The less than 1 year category is represented by 19 respondents comprising 22% of the total respondents, the 3-5 years category is represented by 13 respondents comprising 15% of the total respondents, the category with the fewest part-time employees is the 5 years or more category, which is represented by 4 respondents comprising only 5% of the total respondents. (Appendix 3)

Weekly hours worked by part-time employees in the Irish hospitality sector: The 16-29 hours category has the largest number of respondents, with a total of 47 respondents comprising 53% of the total respondents. The less than 15 hours category with 10

respondents comprises 11% of the total respondents, the 30-34 hours category with 22 respondents comprising 25% of the total respondents and the 35+ hours category with 9 respondents comprising only 10% of the total respondents. (See appendix 4)

4.4 Findings and statistical analysis of the results

Research Question 1: *What organisational cultures predominate in the Irish hospitality sector according to the OCAI instrument?*

Table 4 General result of organisational culture.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Clan	88	0.0	440.0	166.9	67.2
Adhocracy	88	10.0	275.0	130.9	44.8
Market	88	10.0	445.0	149.7	69.7
Hierarchy	88	40.0	270.0	152.5	46.2
Valid N (listwise)	88				

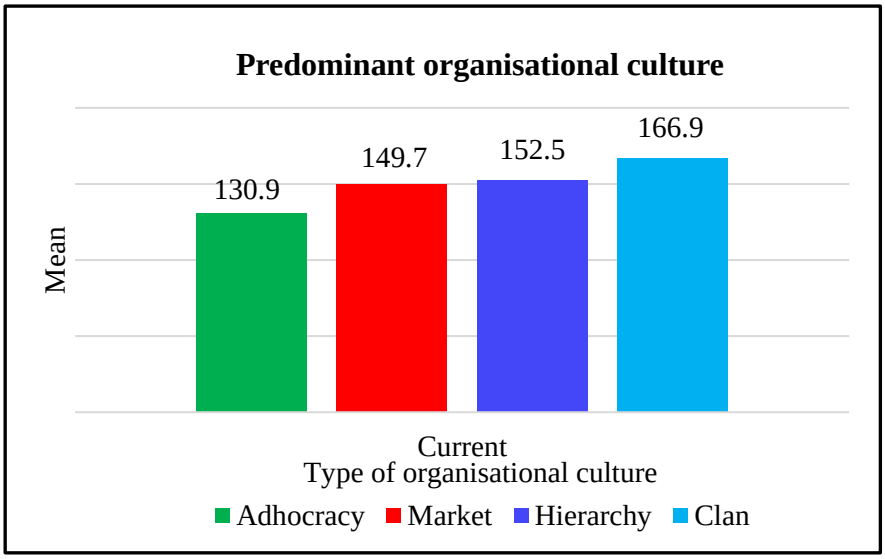

Figure 5 Predominant organisational culture

Interpretation: As can be seen from the table, the Clan type of OC emerged as the most dominant OC in the Irish hospitality sector, representing the highest mean at (166.9), suggesting that respondents perceive a strong presence of characteristics

associated with this type of culture in their organisations, followed by the Hierarchy type of OC which presents a mean slightly higher than the market type with a mean of (152.5) and (149.7) respectively, finally the Adhocracy type of OC presents a significantly lower mean compared to the Clan type with (130.9). Studies carried out in different contexts by Balková and Jambal (2023), Chennatuserry *et al*. (2022), Ibarra-Michel *et al.* (2019), found that clan-type OC was predominant in organisations

On the other hand, the bar chart presents a visual comparison of the mean scores of four different types of OC within the Irish hospitality sector, which correspond to the current perception of eighty-eight part-time workers.

Hypothesis 1 (H1): *There is a significant relationship between clan type al culture and turnover intentions of part-time employees in the Irish hospitality sector*.

Table 5 Correlation between clan-type culture and employee turnover intentions.

			Clan	**Turnover intention**
Spearman's rho	Clan	Correlation Coefficient	1.000	-.352**
		Sig. (2-tailed)	.	<.001
		N	88	88
	Turnover intention	Correlation Coefficient	-.352**	1.000
		Sig. (2-tailed)	<.001	.
		N	88	88

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

Interpretation: The results obtained in the analysis show that there is a significant correlation between clan culture and employee TI (p = .001; sig. 0.000 < 0.05). Considering that the higher the level of clan culture, the lower the level of TI (35.2%). In addition, according to Spearman's rho test = -.352; the link was considered as a medium negative correlation, as established by Mondragón Barrera (2014). This result is supported by the studies of Dewi *et al.,* (2023) and Park and Lee (2016) which indicate that clan culture favours employee retention and reduces burnout. Therefore, the hypothesis is accepted.

Hypothesis (H2): *There is a significant relationship between adhocracy type al culture and turnover intentions of part-time employees in the Irish hospitality sector*.

Table 6 Correlation between adhocracy-type culture and employee turnover intentions.

			Adhocracy	**Turnover intention**
Spearman's rho	Adhocracy	Correlation Coefficient	1,000	-.361**
		Sig. (2-tailed)	.	.001
		N	88	88
	Turnover intention	Correlation Coefficient	-.361**	1.000
		Sig. (2-tailed)	.001	.
		N	88	88

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

Interpretation: There is a significant relationship between adhocracy culture and TI of part-time employees in the Irish hospitality sector (p = .001; sig. TI (p = .001; sig. 0.000 < 0.05). Furthermore, according to Spearman's rho = -.361; It should also be

considered that the higher the level of adhocracy work culture, the lower the level of TI (36.1%). the link was considered a medium negative correlation, as established by Mondragón Barrera (2014). Therefore, the hypothesis is accepted.

Hypothesis (H3): *There is a significant relationship between market-type organisational culture and turnover intentions of part-time employees in the Irish hospitality sector.*

Table 7 Correlation between market-type culture and employee turnover intentions.

			Market	**Turnover intention**
Spearman's rho	Market	Correlation Coefficient	1,000	.371**
		Sig. (2-tailed)	.	.000
		N	88	88
	Turnover intention	Correlation Coefficient	.371**	1.000
		Sig. (2-tailed)	.000	.
		N	88	88

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

Interpretation: There is a significant relationship between market-type culture and TI of part-time employees in the Irish hospitality sector (p = .000; sig. 0.000 < 0.05). From this data, it can be observed that the higher the level of market-type culture, the higher the level of TI (37.1%). Furthermore, according to Spearman's rho test = .371; the link was considered as a medium positive correlation, as established by Mondragón Barrera (2014). Therefore, the hypothesis is accepted

Hypothesis (H4): *There is a significant relationship between hierarchical type organisational culture and turnover intentions of part-time employees in the Irish hospitality sector.*

Table 8 Correlation between hierarchy-type culture and employee turnover intentions.

			Hierarchy	**Turnover intention**
Spearman's rho	Hierarchy	Correlation Coefficient	1.000	.216*
		Sig. (2-tailed)	.	.044
		N	88	88
	Turnover intention	Correlation Coefficient	.216*	1.000
		Sig. (2-tailed)	.044	.
		N	88	88

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

Interpretation: The results of the correlational analysis between hierarchical culture and IT show that there is a significant relationship between both variables (p = 0.044; sig. 0.000 < 0.05). This suggests that the greater the increase in hierarchical culture, the greater the IT. Furthermore, according to Spearman's rho test = .216; the link was considered as a positive average correlation, as established by Mondragón Barrera (2014). Therefore, the hypothesis is accepted.

4.5 Regression

Linear regression is used so that the researcher can more reliably delve into the relationship between variables (Hinton, McMurray, and Brownlow, 2014). Knowing this, the researcher will seek to predict the dependent variable (DV) TI, considering

the independent variables (IVs) of OC such as Clan, Adhocracy, Market, Hierarchy, age, and gender.

Table 9 Predictors of turnover intentions

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418[a]	0.174	0.124	3.53484

a. Predictors: (Constant), Gender, Age, Market Type Composite, Hieriarchy Type Composite, Adhocracy Type Composite.

Interpretation: The summary table shows us the amount of variance in the DV TI with the IVs. The IVs together have an R squared value of 0.174 which represents 17.4%. This means that 17.4% of the variation in the TI of the employees can be explained by the factors considered in this model. On the other hand, the R value .418 is the multiple correlation between all the entered IVs and the DV. Which suggests a moderate positive correlation between the IVs and the TI.

Table 10 Variable excluded from linear regression analysis.

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	Clan Type Composite	.[b]				0.000

a. Dependent Variable: Turnover intention

b. Predictors in the Model: (Constant), Gender, Age, Market Type Composite, Hieriarchy Type Composite, Adhocracy Type Composite

Interpretation: As shown in table, the Clan Type Composite variable was excluded from the linear regression analysis because it had Collinearity Statistics Tolerance values of .000. Due to its high correlation with at least one predictor variable,

considering it could make it difficult to correlate the other variables (Hinton, McMurray, and Brownlow, 2014)

Table 11 Linear regression analysis of the variables.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.699	3.989		2.181	0.032
	Adhocracy Type Composite	-0.003	0.012	-0.032	-0.231	0.818
	Market Type Composite	0.016	0.006	0.294	2.472	0.016
	Heriarchy Type Composite	0.012	0.010	0.145	1.186	0.239
	Age	0.027	0.054	0.052	0.502	0.617
	Gender	-1.355	0.778	-0.179	-1.742	0.085

a. Dependent Variable: Turnover intention

Interpretation: According to (Hinton, McMurray, & Brownlow, 2014), even when all variables are considered in the regression, only one of them is a significant predictor. As shown in the table, DV TI is significantly influenced by IV Market Type by having a standardized beta coefficient of 0.294, followed by VI Hierarchy with .145. Which suggests that the greater the increase in OC of the Market Type, the higher the employee TI are.

4.6 Summary

This chapter presented the findings and analysis of data on OC and TI of part-time workers in the Irish hospitality sector. The results showed the presence of all four OC typologies identified by the OCAI instrument, with clan OC being the most predominant. Clan and adhocracy OC were also shown to have a negative correlation

with TI, unlike market and hierarchical cultures, which have a positive correlation with TI.

CHAPTER FIVE: DISCUSSION

5.1 Introduction

In this chapter, the researcher will discuss the findings found in the previous folder by making a critical analysis with the literature review. It should be noted that the research questions and hypotheses arose based on the limited or scarce literature related to these variables focused on the hospitality sector, therefore it is important to keep in mind that, due to limitations in the literature and sample size, caution should be exercised in the interpretations and conclusions of this study, as they may be biasing the results.

5.2 Discussion

The Cronbach's alpha reliability test for the OCAI instrument yielded a score of (r= .547) to measure hierarchical culture, which implies moderate internal consistency, and for the TIS-6 scale the score was (r= .602), which is also considered in the range of moderate internal consistency (Hinton *et al.*, 2014). Although the OCAI instrument was previously validated by Huy *et al.,* (2020) Heritage, Pollock and Roberts (2014), Cameron and Quinn, (2011), it does not mean that it has the same score in the Irish context, due to the number of samples collected that can influence the reliability of the instrument (Kennedy, 2022) so the results must be interpreted carefully.

Demographic results: The study included 88 valid respondents from 18 different countries, which could be interpreted as a wide range of cultures, backgrounds, experiences, among others. This could be due to many factors such as globalization, migration, among others. On the other hand, a more significant presence of female

was observed, comprising 56% of the total respondents working part-time in the Irish hospitality sector compared to male who comprised 46%. However, given the sample size, caution should be exercised when drawing conclusions, especially considering that the approximate population working in the hospitality and tourism sector in Ireland represents approximately 88,800 people (Skills & Labour Market Research Unit (SLMRU) SOLAS and Fáilte Ireland, 2024).

RQ1: What organisational cultures predominate in the Irish hospitality sector according to the OCAI instrument?

First, it is necessary to point out that there is no such thing as a good or bad OC (Cameron and Quinn, 2011). While the results showed the presence of all four OC typologies identified by the OCAI instrument, this study found that clan OC was the most predominant among part-time workers in the Irish hospitality sector with a mean score of (r = 166.9). This result shows that workers perceive OC in their organisation as a collaborative culture, characterized by teamwork, employee development, mentoring leadership, tradition, loyalty, empowerment, cohesion, and morale (Cameron and Quinn, 2006).

Furthermore, this finding is consistent with the findings found by Balková and Jambal (2023), Chennatuserry *et al.,* (2022), Ibarra-Michel *et al.,* (2019), where clan culture is predominant among workers, it is worth mentioning that these studies were carried out in different years, countries, and contexts.

Hypothesis 1 (H1): There is a significant relationship between clan type al culture and turnover intentions of part-time employees in the Irish hospitality sector.

The findings showed a negative correlation between clan culture and TI among part-time employees in the Irish hospitality sector (r = -.352), suggesting that the higher the prevalence of clan culture, the lower the TI among employees. Comparable results have been obtained by Dewi *et al.,* (2023) where they mention that clan culture significantly impacts TI among nurses, reducing TI. In addition, other studies mention that clan culture has a positive impact on organisations, because it increases job satisfaction and commitment (Aldhuwaihi *et al*., 2012), generates trust among employees (Zoghbi-Manrique-de-Lara and Ting-Ding, 2016), and could even play a determining role in achieving business sustainability (Ibarra-Michel *et al*., 2019).

Hypothesis 2 (H1): There is a significant relationship between adhocracy type al culture and turnover intentions of part-time employees in the Irish hospitality sector.

The finding supports the hypothesis that there is a significant relationship between adhocracy-type OC and part-time workers' TI in the Irish hospitality sector, as evidenced by the statistical value (p = .001; sig. 0.000 < 0.05) and Spearman's Rho coefficient (-.361), suggest that the higher the level of adhocracy-type OC, the lower the TI among employees (36.1%). This finding is consistent with what other research has already found, one of them being the study by Ozturk *et al.,* (2014) where adhocracy-type culture had no significant relationship with employees' turnover intentions.

Hypothesis 3 (H3): There is a significant relationship between market-type organisational culture and turnover intentions of part-time employees in the Irish hospitality.

The finding supports the hypothesis that there is a significant relationship between market-type work culture and turnover intentions of part-time employees in the Irish hospitality sector (r = .371); suggesting that as the level of market-type OC increases, the higher the employee's IT level. These results corroborate the findings of Buchanan (2023) who mentions the potential negative effects on workers due to its competitive nature that focuses more on profits and transactions than on employees, which can be a toxic and destructive environment.

However, it should be noted that other studies such as Matete and Kilika (2023) and Bamgbade, *et al.,* (2017) highlight the importance of adopting a market-type culture because it allows organisations to recover business after a period of crisis, as well as ensure and satisfy customer demand and needs.

Hypothesis 4 (H4): There is a significant relationship between hierarchical type organisational culture and turnover intentions of part-time employees in the Irish hospitality sector.

The results confirm the initial hypothesis of a significant relationship between hierarchical OC and TI of part-time employees in the Irish hospitality sector, due to the result (p = 0.044; sig. 0.000 < 0.05) and indicated by Spearman's Rho coefficient (r = .216); suggesting that as the level of hierarchical OC increases, the levels of TI

among its workforce increase. Although no studies have been found to suggest that hierarchical OC has significant effects on employee TI, there are studies suggesting that hierarchical OC has significant influences on the knowledge management process (KMP) and serves as a mediator for knowledge management. (Ali *et al.*, 2016; Tseng, 2011).

5.3 Limitations of research

It is worth mentioning that the research has several important limitations to highlight:

The OCAI and TIS-6 instruments are measurement tools based on employee perceptions, which means that they are subjective tools, so respondents may vary their answers depending on the specific area of work, individual experiences, expectations, motivations, emotional state, among other factors that condition their perception.

The OCAI instrument only measured current OC, without considering the OC that part-time workers in the Irish hospitality sector prefer to have. Additionally, the scoring system of the instrument requires respondents to rate with a maximum of 100 points per question which must be distributed among four alternatives, which may have made it difficult for participants to complete the questionnaire or to do so incorrectly.

107 respondents, only 88 surveys were valid and useful for the research, meaning that this is a small number for the total population of part-time workers in the sector, a more significant sample could help to better correlate the study variables. Furthermore, the respondents were from different organisations in the sector, implying

a heterogeneous group of participants which may lead to measurement biases and a higher risk of error when measuring current OC. Lastly, there is limited information on the Irish hospitality industry and its OC, so the author relied on international studies relevant to the research.

CHAPTER 6: CONCLUSION AND RECOMMENDATION

6.1 Introduction

This chapter summarizes the entire research work, the outline of which considers the conclusions, the recommendations for future research, and ends with the personal learning statement.

6.2 Conclusion

The research study aimed to investigate the predominant OC in the Irish hospitality sector and the relationship between the four main types of OC identified by the OCAI instrument (Clan, Adhocracy, Market, Hierarchy) and TI among part-time employees. The results showed that clan-type OC predominates in the Irish hospitality sector, which means that it is oriented towards teamwork, collaboration, loyalty, among other characteristics of this type of OC. However, the presence of hierarchical and market culture was also found, with adhocracy-type OC having the least presence in the sector.

One of the main conclusions to highlight is that market-type OC followed by hierarchical-type OC are those that have a significant positive correlation with employee TI, which means that the greater the increase in these types of OC, the greater the TI of employees. On the contrary, clan-type OC and adhocracy have a significant negative relationship. This means that promoting effective policies and strategies to increase the prevalence of this type of culture allows for reducing employee TI. These data were analyzed using Spearman correlation analysis and linear regression.

Although moderate significance was found between the variables, it should be noted that the study has certain limitations. The Cronbach's alpha reliability test for the OCAI instrument yielded a score of (r= .547) to measure hierarchical culture, which implies moderate internal consistency, and for the TIS-6 scale the score was (r= .602), which is also considered in the range of moderate internal consistency (Hinton *et al.,* (2014). Although the OCAI instrument was previously validated by Huy *et al.,* (2020) Heritage, Pollock and Roberts (2014), Cameron and Quinn, (2011), it does not mean that it has the same score in the Irish context, due to the number of samples collected that can influence the reliability of the instrument (Kennedy, 2022) so the results must be interpreted carefully.

OC and TI are complex and interesting topics to study. A vast literature has been found on both variables, however, there is little literature that correlates these two study variables in the Irish hospitality context. This lack of previous research made it difficult to understand the topic, but the researcher used research focused on other contexts, which supported the present study.

On the other hand, although there are different instruments that evaluate OC focusing on different dimensions and approaches such as the OC surveys by Tucker, McCoy and Evans, from 1990, or the MacKenzie culture questionnaire from 1995, among others, the researcher considered the use of OCAI by Cameron and Quinn (2011) pertinent because it is a highly validated instrument, which identifies the four main dominant cultures in an organisation. However, did not consider that the instrument could be a little confusing for some participants. This detail could be observed when analyzing the data where thirteen surveys belonging to this instrument had to be

excluded for not meeting the requirements to be considered valid, reducing the study sample, which could affect the analysis of the reliability of the instrument.

Overall, the study contributes to the understanding of OC in the Irish hospitality sector and its relationship with part-time employees' turnover intentions. However, more studies using OC and TI variables focused on this sector are needed to reduce the gaps in the literature. Other important points to consider are that hospitality and tourism are the sectors that contribute the most to the Irish economy (Deloitte, 2020), in addition to the fact that turnover processes harm organisations not only as an employer brand, but also economically, due to downtime, recruitment, selection, training processes, among other costs (Porter, 2011).

6.3 Recommendation for future research

The researcher conducted this research in compliance with ethical and professional standards, meeting the criteria stipulated by the faculty. This dissertation is part of the Master of Arts in Human Resources Management program. The selection of the variables OC and TI focused on part-time workers in the Irish hospitality sector was motivated by several factors. Firstly, my extensive experience in both the public sector in Peru and the private sector in Ireland have made me realize the impact that OC has on employees and on the functioning and development of an organisation. The review of the literature reinforced my understanding of the complexity and importance of OC for organisations. Despite this, there are few organisations that seek to understand the type of culture that predominates in their organisations. However, I must recognize that it is a challenge to measure and analyze OC, due to its subjective characteristics.

Secondly, my interaction with part-time workers in the Irish hospitality sector during my studies in both English and Master's inspired me to investigate the relationship between OC and TI in this specific context.

Throughout the research process I faced several challenges, among the most notable was not being able to find research related to my study variables focused on the Irish hospitality sector, so the study is supported by international research that the researcher considered relevant. Another challenge was data collection, which took longer than I had planned, which made me adjust my schedule and my research design. Additionally, analyzing the data using SPSS was a great learning experience for me due to my lack of knowledge on the subject, which I overcame with the support of the college's mathematics department and YouTube videos.

Overall, this entire process helped me to have more information related to my study variables, to have basic knowledge of the use of the SPSS statistical program, to improve my time management skills, self-motivation, and perseverance. If I had to do it again, I would use another instrument to measure the OC variable and I would focus on a single organisation, doing everything possible to get a more significant study sample to have a study with lower margins of error and bias.

I hope that my findings can serve as a basis for future studies, to delve deeper into the subject, and for organisations to evaluate the perceptions of their employees regarding OC. This will help them improve the work environment, improve job satisfaction, and help them reduce the turnover intentions of their workforce.

6.4 Personal learning statement

The researcher conducted this research in compliance with ethical and professional standards, meeting the criteria stipulated by the faculty. This dissertation is part of the Master of Arts in Human Resources Management program. The selection of the variables OC and TI focused on part-time workers in the Irish hospitality sector was motivated by several factors. Firstly, my extensive experience in both the public sector in Peru and the private sector in Ireland have made me realize the impact that OC has on employees and on the functioning and development of an organisation. The review of the literature reinforced my understanding of the complexity and importance of OC for organisations. Despite this, there are few organisations that seek to understand the type of culture that predominates in their organisations. However, I have to recognize that it is a challenge to measure and analyze OC, due to the subjective characteristics of its measurement instruments.

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APPENDIX

Appendix 1

Table 12 *Age group and gender*

GROUP OF AGE	FRECUENCY	%	MAN	%	WOMAN	%
20 - 25	13	15%	5	6%	8	9%
26 - 31	29	33%	12	14%	17	19%
32 - 37	22	25%	8	9%	14	16%
38 - 43	14	16%	5	6%	9	10%
44 - 49	8	9%	7	8%	1	1%
50 - 55	2	2%	2	2%	0	0%
TOTAL	**88**	**100%**	**39**	**44%**	**49**	**56%**

Appendix 2

Table 13 *Nationality of respondents and gender*

NATIONALITY	FRECUENCY	%	MAN	WOMAN
Argentina	14	16%	3	11
Bangladesh	1	1%	1	0
Bolivia	3	3%	1	2
Brazil	10	11%	4	6
Bulgaria	1	1%	1	0
Chile	4	5%	3	1
Colombia	9	10%	2	7
Ecuador	4	5%	1	3
India	2	2%	1	1
Ireland	4	5%	1	3
Mexico	10	11%	5	5
Myanmar/Burma	1	1%	1	0
Paraguay	3	3%	2	1
Peru	7	8%	5	2
Russia	1	1%	0	1
Turkey	1	1%	1	0
Uruguay	2	2%	1	1
Venezuela	11	13%	6	5
TOTAL	**88**	**100%**	**39**	**49**

Appendix 3

Table 14 *Length of time working of respondents and gender*

TIME WORKING	FRECUENCY	%	MAN	WOMAN
Less than 1 year	19	22%	7	12
1-3 years	52	59%	26	26
3-5 years	13	15%	5	8
5+ years	4	5%	1	3
TOTAL	**88**	**100%**	**39**	**49**

Appendix 4

Table 15 *Respondents' working hours per week and gender*

HOURS WORKING	FRECUENCY	%	MAN	WOMAN
Less than 15 hours	10	11%	5	5
16-29 hours	47	53%	23	24
30-34 hours	22	25%	6	16
35+ hours	9	10%	5	4
TOTAL	**88**	**100%**	**39**	**49**

Appendix 5 Introductory part of the survey

"The relationship between organisational culture and turnover intentions in the Irish hospitality part-time workforce"

You are being asked to participate in a research study. Before clicking that you consent to participate at the bottom of this page, it is important that you read the following information. You may ask as many questions as necessary to be sure that you understand what the study entails. If you have questions, please contact Lizbethy Melendez Acosta at the email address provided (x23150998@student.ncirl.ie).

(1) What is the study about?
The purpose of this study is to investigate the relationship between organizational culture and turnover intentions in the part-time hospitality workforce in the Republic of Ireland. This study may help inform future strategies to improve organizational culture by adding to our understanding of the types of organizational culture that are positively or negatively related to turnover intentions. This information could be used to help reduce turnover intentions and retain valuable human capital, so your input is invaluable.

(2) Who is carrying out the study?
The study is being conducted by Lizbethy Melendez Acosta, as part of the requirement for the completion of a Master of Arts in Human Resource Management at the National College of Ireland.

(3) What does the study involve?
If you decide to participate in research, you will begin by providing basic information about yourself (e.g., age, gender). The second part is the organizational culture assessment (OCAI). Finally, you will complete a brief survey called the Turnover Intention Scale (TIS-6) to measure how likely you are to consider leaving your current job. The entire online process should take approximately 15 to 20 minutes, and you can complete the survey conveniently on a computer, tablet, or mobile phone.

(4) Who is eligible to participate?
The eligibility requirements for participation include:

Employees aged 18 years or over who work part-time in the hospitality sector, such as bars, restaurants, and hotels, in the Republic of Ireland. Waiters, waitresses, receptionists, customer service, bartenders, cooks, cleaners, and all those who do not hold management or management positions are eligible to participate.

(5) Can I withdraw from the study?
Yes. Participation in this study is completely voluntary. You are not under any obligation to consent and - if you do consent - you are free to withdraw at any time during the study without any adverse consequences. You can discontinue the study simply by closing your browser window. However, you will be unable to withdraw after completing the study, as the data analysis process may have begun and as all responses are anonymous, we will not be able to identify your data.

(6) Will anyone else know the results?
Your responses in this study will be anonymous and confidential. No identifiable data (e.g., names, email addresses) will be collected during the survey. Data from this study will be

stored on secure servers and on a password-protected computer, to which only the lead researcher and academic supervisor will have access. A report of the study may be submitted for publication, but we will analyse the data on an aggregate level, and no individual participants will be identifiable. Your data may be shared with other researchers if requested after publication. However, there is no identifying information in the data and your responses are completely anonymous. Your data will be retained and managed in accordance with the NCI data retention policy, this anonymous data may be archived on an online data repository and may be used for secondary data analysis.

(7) What if something goes wrong?
If you have any concerns about any aspects of the study or any further questions, you can contact the Lead Researcher Lizbethy Melendez Acosta (x23150998@student.ncirl.ie).

Appendix 6 Consent form

Consent Form

In order to continue onto the questionnaire please tick the boxes presented below. By clicking these boxes, you are confirming that you have read and understood all the information provided above and voluntarily consent to participate in this study. Once any data has been submitted, it cannot be retrieved or deleted as all data is anonymous.

Please tick this box if you have read the Information Sheet about this study. □

Please tick this box to confirm you meet the inclusion criteria. □

Do you consent to participate in this study? Yes □ **No** □

Appendix 7 Sample questionnaire

PART 1: DEMOGRAPHIC INFORMATION

1. Age:
- 18-24
- 25-34
- 35-44
- 45-54
- 55+

2. Gender:
- Male
- Female
- Other

3. Nationality:
- (Please specify)

4. Are you currently working in the Republic of Ireland?
- Yes
- No

5. Are you currently working in the hospitality sector?
- Yes
- No

6. Length of time working in the hospitality sector:
- Less than 1 year
- 1-3 years
- 3-5 years
- 5+ years

7. Are you currently employed on a part-time contract?
- Yes
- No

8. Hours worked per week:
- Less than 15 hours
- 16-29 hours
- 30-34 hours
- 35+ hours

PART 2 ORGANISATIONAL CULTURE

The following questionnaire on organizational culture consists of six organizational dimensions for you to assess. You are asked to rate your current organization across six questions. Each question presents you with four alternative statements to assign points to base on how representative you think each statement is of your current organization.

The total score you must assign for each question is 100. For each question, you must distribute these 100 points among the 4 alternatives, assigning more points to the alternative that most resembles your workplace, and so on. The higher the score you give, the more similar that alternative is to your organization in your opinion.

For example, in question one, if you think that alternative A is very similar to your workplace, alternatives B and C are somewhat similar, and alternative D is not at all similar, you could give A 60 points, 20 points to B and C, and 0 points to D.

Another example would be if option A is not similar to your workplace, B is somewhat similar, C is very similar, and D is somewhat similar, you could rate option A with 5 points, B and D with 20 each, and C with 55.

The score you give will depend on the degree of similarity to your workplace; **just make sure your total is equal to 100 points for each question.**

No right or wrong answers exist for these questions just as there is not right or wrong culture.

Q1: Dominant Characteristics		**Now**
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	
Total		

Q2: Organizational Leadership		**Now**
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	
Total		

Q3: Management of Employees		**Now**
A	The management style in the organization is characterized by teamwork, consensus, and participation.	
B	The management style in the organization is characterized by	

	individual risk-taking, innovation, freedom, and uniqueness.	
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	
Total		

Q4: Organization Glue **Now**

A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	
Total		

Q5: Strategic Emphases **Now**

A	The organization emphasizes human development. High trust, openness, and participation persist.	
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	
Total		

Q6: Criteria of Success **Now**

A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	
D	The organization defines success on the basis of efficiency.	

	Dependable delivery, smooth scheduling and low-cost production are critical.	
Total		

PART 3 TURNOVER INTENTION (TIS-6)

The following section aims to ascertain the extent to which you intend to stay at the organisation.

Please read each question carefully and select the number that best represents your opinion or experience.

DURING THE PAST 9 MONTHS…

N.	QUESTION	1	2	3	4	5
1	How often have you considered leaving your job?	Never	Rarely	Sometimes	Often	Always
2	How satisfying is your job in fulfilling your personal needs?	Very satisfying	Satisfying	Neutral	Dissatisfying	Totally dissatisfying
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	Rarely	Sometimes	Often	Always
4	How often do you dream about getting another job that will better suit your personal needs?	Never	Rarely	Sometimes	Often	Always
5	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	Unlikely	Neutral	Likely	Highly likely
6	How often do you look forward to another day at work?	Always	Often	Sometimes	Rarely	Never

Appendix 8 Debriefing sheet

Debriefing Sheet

This study was conducted to investigate the relationship between organizational culture and turnover intention in the part-time hospitality workforce in the Republic of Ireland. This study may help inform future strategies to improve organizational culture by adding to our understanding of the types of organizational culture that are positively or negatively related to turnover intentions. This information could be used to help promote supportive organizational cultures that reduce turnover intentions in this sector and retain valuable human capital.

Please click the 'Submit' button at the end of this page to submit your data for inclusion in this study. Again, we wish to reassure you that the information you provided is anonymous and will be treated with strict confidentiality. No individual will be identifiable, all data will be analysed at an aggregate- or group-level. If you do not want wish to participate you can close out of this internet browser window. You will be unable to withdraw after completing the study and submitting your responses as the data analysis process may have begun and, as all responses are anonymous, we will not be able to identify your data.

We would like to thank you for your participation. Should you have any further questions, you may reach out to the lead researcher (Lizbethy Melendez Acosta) at the following e-mail address: x23150998@student.ncirl.ie

If you have been affected by any of the topics addressed in this study, please reach out for support to the Samaritans on freephone 116 123 or email jo@samaritans.ie.

Thank you.

Lizbethy Melendez Acosta

Lead Researcher.