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Module: Identity and
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- **Course: Doctor of Business Administration (DBA).**
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Research Ideas

- Through personal study, I have gathered that the United Kingdom (UK) hospitality industry suffers a high rate of employee turnover which may worsen after Brexit (Birkin, 2019; Lobel, 2018; Vana, 2020).
- Based on the ideas I gained from MBA, possible causes of employee turnover can be external and internal environmental factors. The external environment which includes political, economic, social, ecological, and legal factors (Wright and O'Connor, 2018; Lamas Leite, et al., 2017) is not likely to be responsible. This is because, research suggests that employees stick with organizations whose internal environments are friendly, as achieved through proper human resources management (Choi, 2020; Dechawatanapaisal, (2018; Gevrek, et al., 2017; Memon, et al., 2019)).
- Research also suggests that the functions of human resources

management in an organization include employee recruitment, training and development, reward management and retention (Torrington, 2020; Oruh, et al., 2020; Papa, et al., 2018). Furthermore, employee retention is achieved by creating a strong culture which motivates employees to remain loyal and committed and not leave (Wang, 2018; Tsai, 2017).

- These assertions are confirmed in my personal life as one of my family's domestic workers in Nigeria, though not related to us, has remained with us since 2005 and may not leave soon. This is because, he claims that the nature of his job and the work environment is very conducive for him. I am, therefore, very convinced that the culture of organizations in the UK hospitality industry are weak and not able to sustain employees for long.
- Thus, it is pertinent to answer the question: what motivating factors are absent in the culture of the organizations in the UK hospitality industry thereby causing employee turnover?



Travelodge

Choice of Topic

- Based on the above underlying question, I have come up with the topic: The Impact of Organisational Culture on Employee Retention in Travelodge. This topic implies that the state of the culture of an organisation determines its ability to retain staff and this buttresses the assertion implied above that a weak culture begets employee turnover, while a strong culture begets employee retention. Moreover, this research picks on only Travelodge because there are numerous organisations in the UK hospitality industry and the researcher cannot go round them due to constraints of time and funds. In addition, Travelodge is said to be the largest private hotel brand in the UK and has numerous branches across the country (Travelodge, 2020). Therefore, the findings of research on Travelodge can be generalised to other organisations in the hospitality industry.

Problem Statement/Aim and Objectives

Research suggests that 3 in 10 employees in the UK hospitality industry leave within one year of their employment; the industry loses about £272m to employee turnover annually and it costs about £775 to maintain an employee and £3100 to hire one (Vana, 2020; Lobel, 2018; Birkin, 2019). Research also revealed that apart from production crisis, staff turnover causes loss of talents and a lot of money to replace and train new employees (Torrington, 2020; Odetha, 2018).

To assuage this economy devastating phenomenon, this research aims to evaluate the culture of Travelodge and identify the factors responsible for employee turnover. The objectives are a) To investigate the employee motivation strategies used in Travelodge. B) To investigate the factors responsible for employee turnover in Travelodge C) To recommend feasible measures used to assuage employee turnover in Travelodge (hospitality industry).

Contextual Academic Review

- The subjects of organisational culture, human resources management and employee retention are not new in the literature because they have been well explored. Organisational culture describes the attitudes, values, behaviours, and beliefs that characterise an organisation (Chi6n, Charles and Morales, 2019; Foucreault, Ollier-Malaterre and M6nard, 2018; Lee , Howe and Kreiser , 2019; Rahimi, 2017; Schmiedel, M6ller and vom Brocke, 2019; Haffar, et al., 2019). The culture of an organisation is structured by its human resources management, which is the ability of an organisation to effectively manage its employees to maximise their performance in order to help the organisation achieve its aims and objectives and also gain competitive competence over rivals (Torrington, 2020; Tsai, 2017; Papa, et al., 2018).
- Employee retention, one of the primary functions of HRM, is the deliberate effort of an organisation or employer to motivate their workforce to remain and not leave (Martin, 2020; Gevrek, et al., 2017; Naz, et al., 2020).
- Moreover, there are numerous organizational motivating theories/models in the literature to guide organizations on how well to motivate and retain staff. A list of them is given on slide 6 and one of them has been chosen to underpin this study.
- On the other hand, employee turnover describes a situation where employees of an organisation leave within a short period after their employment and are replaced (Cronley and Kim, 2017; Frederiksen, 2017; Lee, 2018). This research opines that the UK hospitality industry has suffered from employee turnover over the years because the cultures of its organisations do not contain enough or appropriate motivating factors to retain employees.

Theoretical Framework

- It has become obvious from the foregoing that this research focuses on how organisations in the UK hospitality industry can motivate employees in order to retain them because it costs a fortune to hire and train new employees. However, there exist numerous theories of motivation in the literature and popular among them are Maslow's Hierarchy of Needs, Herzberg's Two-factor Theory, McClelland's Need for Achievement, Affiliation and Power, Skinner's Reinforcement Theory, Adan's Equity Theory, Vroom's Expectancy Theory and so on (Schulte, 2018; Andersen, 2018; Hambly, et al., 2019; Herzberg, 2005).
- The researcher has chosen Herzberg's Two-factor Theory over the others to underpin this study because it is the simplest for her to apply, and it has been successfully applied to different organisational environments in different cultures and nations (Singh and Bhattacharjee, 2019; Slimane, 2017; Zhang, Jinpeng and Khan, 2020). Moreover, it is very potent and prevalent in current literature.
- However, Herzberg has proposed this Two-factor Theory comprising motivator and hygiene factors and claims that the motivator factors, which include achievement, recognition, challenging tasks and so on are capable of fostering job satisfaction; the hygiene factors, such as job security, employee status, appropriate leadership, healthy relationships and so on cannot provide job satisfaction but can cause job dissatisfaction when they are lacking.
- This research, therefore, investigates the motivator-hygiene factors which are lacking in Travelodge thereby causing employee turnover.

Methodological Approach 1 (Research Philosophy)

- The choice of a methodological approach depends largely on research philosophy which comprises ontology, epistemology, and axiology (Baškarada and Koronios, 2018; Brian, 2018).
- **Ontology:** The realist believes that truth exists, and it is independent of the human mind (Carminati, 2018; Brian, 2018). This research favours the realist's ontological view because the researcher believes that there exist some identifiable factors causing employee turnover in the organisational culture of the UK hospitality industry.
- **Epistemology:** The positivist believes that truth can be uncovered only through objective/scientific means such as observation, experiment, and test laws against data (Carminati, 2018; Baškarada and Koronios, 2018; Morgan, 2018). This research collects large amount of data through surveys and tests the data against an already established theory.
- **Anxiology:** As already stated, this research believes that truth exists, independent of human mind and can only be uncovered objectively. These suggest that the values of the researcher cannot interfere with the recruitment of respondents, and the data collection and reporting processes. The axiology for this research is, thus, value-free (Zeng, Deschênes and Durif, 2020).
- Therefore, the most suited methodological approach for this research is quantitative rather than qualitative and mixed method. This is further buttressed by the fact that this research adopts a deductive approach to theoretical framework, as it has already chosen a theory – Herzberg's two-factor theory to underpin the study. Furthermore, the research instrument (survey), and data analysis method (inferential statistics) align more with quantitative methods than other methods.

Methodological Approach 2

Methodological Approach	Research Instrument	Method of Data Analysis	Research Questions	Hypotheses	Population
The philosophy, method of data collection, and analysis and questions all favour the quantitative than qualitative and mixed methods. (Refer to slides 6 and 7 for details).	The proposed data collection method for this dissertation is survey. This is because, surveys enable the researcher to collect large data easily and quickly and make accurate generalizations (Richards, 2017).	Because the research deals with quantitative data, the method of data analysis chosen for this study is inferential statistical analysis.	What employee motivating factors characterize the culture of Travelodge? What factors cause employee turnover in Travelodge? What measures can assuage employee turnover in Travelodge?	H1. The availability of required motivating factors can boost employee retention in Travelodge. H2. The absence of required hygiene factors causes employee turnover in Travelodge.	The population for this dissertation will comprise 800 respondents chosen across 20 Travelodge branches in Cambridgeshire where the researcher lives.

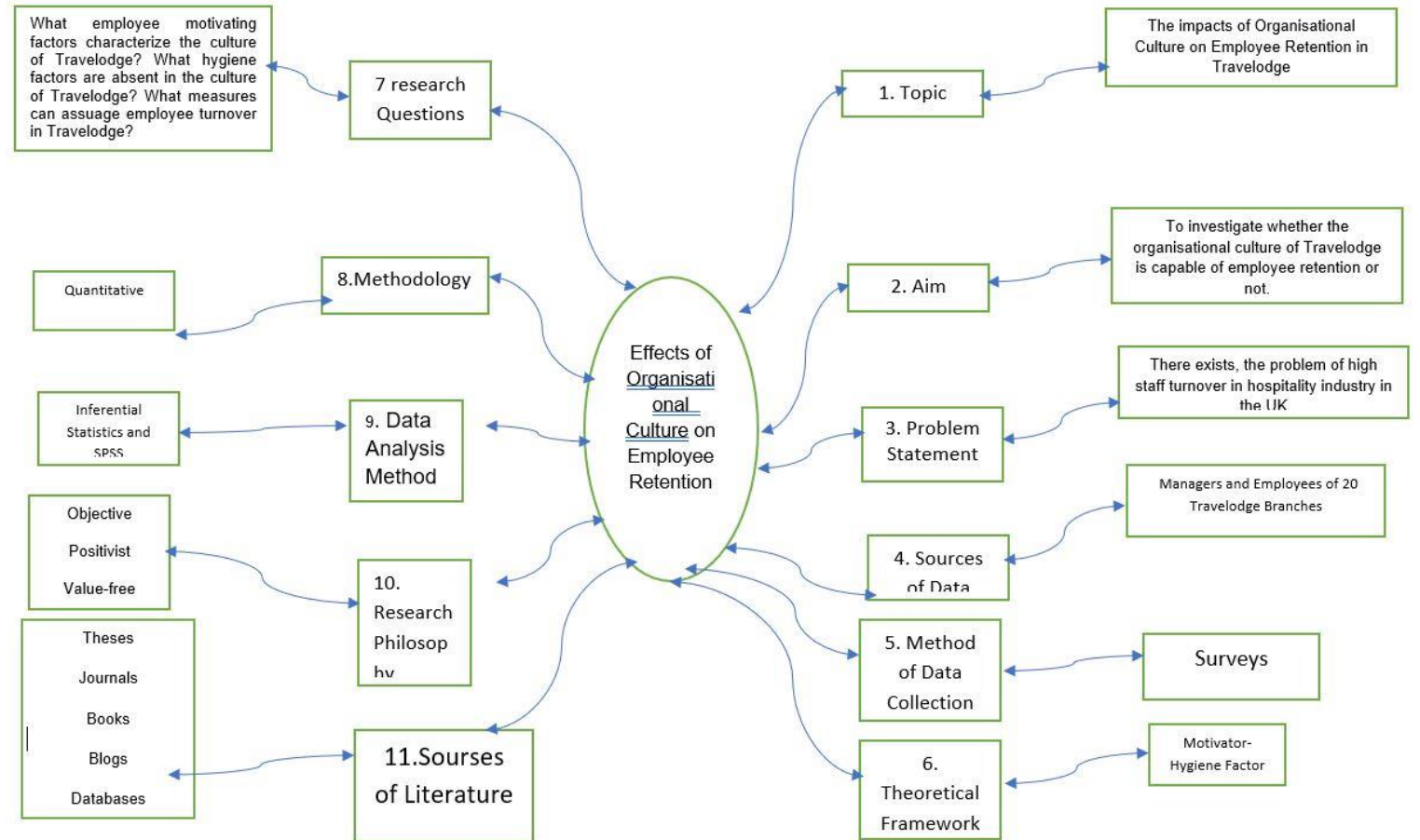
Limitation/Delimitation

- The risks of Covid 19 and its restriction will not permit the researcher to interact with all participants. Therefore, the survey will be given to PRO officers who will distribute them to the employees and managers.
- The researcher needs help with how to obtain four-star rated journal to standardize the research.
- The researcher also needs coaching with statistical analysis.

Research Ethics

- Flinder's (1992) ethical framework is adopted to guide the recruitment of respondents, field work activities and reporting of collected data.
- **Informed Consent:** The researcher will ensure to seek solid approval from the ethics unit of the UWTSD and consents of Travelodge managers and all participants.
- **Reciprocity:** It is hoped that the research will be beneficial to all stakeholders - reposition Travelodge to improve the work environment to boost the morale of staff; raise the research status of the researcher, among others.
- **Collaboration:** The managers of the hotels will collaborate with the PROs and employees to ensure the successful data collection.
- **Cultural Sensitivity:** The researcher will ensure the issues of race, sex and age are not included in the survey.
- **Avoidance of Harm:** The researcher will ensure that harms of all kinds are avoided. To ensure this, during the pilot study, the respondents will be asked to state whether they were subjected to any form of stress/harm or not.
- **Avoidance of Wrong:** All respondents will be treated fairly and equally. The aim and other details of the research will be explained to them in clear terms.
- **Avoidance of Imposition:** The researcher will ensure that participation is voluntary, and respondents can discontinue at any stage if they wish to.
- **Avoidance of Detachment:** The researcher will provide contact details to enable respondents request more details whenever they wish.
- **Confidentiality:** The researcher will promise and ensure the confidentiality of respondents' information and thoughts.
- **Fairness:** In addition to treating the respondents with fairness, the researcher will also ensure fair reporting of findings without sentiments.
- **Confirmation:** The researcher ensures that consents and approvals are signed before proceeding to working on data.
- **Responsive Communication:** The researcher will ensure that the findings of the research are communicated to all stakeholders.

Concept Map of Research Proposal



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