

## PG1 - MINI RESEARCH PROPOSAL

This form is to be completed by both the student and supervisory team within **THREE** months for full-time students and **SIX** months for part time students, after the commencement of the research degree or Part Two. Return the completed form to the **Academic Office** [pgresearch@uwtsd.ac.uk](mailto:pgresearch@uwtsd.ac.uk).

### Student Details

|                             |                |
|-----------------------------|----------------|
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### Proposed Research

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| Current Proposed Title (20 / 30 words):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| The Impact of Organisational Culture on Employee Retention in the UK Hospitality Industry: The Case of Travelodge.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Background & Context (approx. 250 words)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p>In this section you will need to:</p> <ul style="list-style-type: none"> <li>Place the research topic in its historical, cultural and social context.</li> <li>Explain why the research is significant and important.</li> <li>Place the research in the current academic context.</li> </ul> <p>The hospitality industry in the United Kingdom has experienced a high rate of employee turnover over the years despite ample research on business strategy and human resources management. It has been observed that about three out of ten employees leave their jobs within one year of employment in this industry (Birkin, 2019; Lobel, 2018). Apart from production crisis, research also suggests that staff turnover causes loss of talents and costs a lot of money to replace and train new employees (Torrington, 2020; Odetha, 2018). In addition, Witt (2021) has reported that 993,00 new staff need to be recruited by 2022 in this industry and 870, 000 of them are replacing existing employees. Moreover, there is a limited current and high-quality publications on employee retention and turnover on the UK' hospitality industry. This study opines that the employee turnover in the UK hospitality has existed and persisted due to poor organizational culture which has not been sufficiently explored. The aim of this dissertation, therefore, is to investigate the impact of organizational culture on employee retention in Travelodge by investigating the factors characterizing its internal environment/culture which hinder staff retention.</p> |

The findings of this dissertation will not only position the hospitality industry to retain staff and serve better, but will also assuage the funds, energy and time spent on employee replacement. The hospitality industry will as well be positioned better to contribute immensely to the UK economy like the other industries and this will in turn boost the UK economy.

#### Aims and Objectives (approx.. 250 words)

In this section you will need to:

- Explain what you want to achieve through the research.
- Outline the aims of the research.

The primary aim of this study is to investigate the factors characterizing the internal environment of Travelodge which hinder staff retention. Therefore, the following objectives will guide the study:

- 1) To investigate the culture of Travelodge in terms of policies and systems to ascertain whether they support employee retention or not.
- 2) To examine the culture of Travelodge in terms of motivation to ascertain the employee motivation strategies adopted. This is necessary to ascertain whether employees are sufficiently motivated or not.
- 3) To explore the culture of Travelodge in terms of employee relations to ascertain whether they support employee retention or not.
- 4) To examine the culture of Travelodge in terms of leadership styles to ascertain whether its leadership style(s) support employee retention or not.

#### Proposed plan of work including timetable

##### *Proposed plan of work*

In this section you will need to complete a proposed plan of your work explaining the timeline for key elements of the thesis.

| Planned Development (e.g. submission of form, completion of chapter, submission of thesis) | Target Date     |
|--------------------------------------------------------------------------------------------|-----------------|
| Submission of mini research proposal                                                       | January 2022.   |
| Submission of full research proposal                                                       | April 2022.     |
| Literature review (Draft)                                                                  | October 2022.   |
| Literature review (Final)                                                                  | December 2022.  |
| Methodology                                                                                | March 2023.     |
| Data collection                                                                            | September 2023. |
| Data analysis                                                                              | January 2024.   |
| Discussion of findings                                                                     | April 2024.     |
| Conclusion                                                                                 | June 2024.      |
| Checks and reviews                                                                         | August 2024.    |
| Submission of dissertation                                                                 | September 2024. |

Proposed methodology (approx. 500 words):

In this section you will need to explain how you will achieve your aims and objectives:

- Explain your disciplinary orientation/ approach
- Describe the methods you will use to carry out your research: (eg library-based research, on-line research, fieldwork (interviews/ participant-observation), analysis of visual data, combinations of these)

The study adopts qualitative research methodological approach, specifically, case study (Morgan, 2018; Schwandt and Gates, 2017; Creswell, 2013; Morgan, et al., 2017). Worth noting is the fact that the data collected from qualitative research approach are always subjective, meaning, the respondents respond based on their own experiences and thoughts and are not limited to presumed answers as in survey (questionnaires); the subjectivity in qualitative research supports some epistemological stances such as interpretivist/constructivist; and the researcher is part and parcel of the data collection process (Creswell and Creswell, 2018; Baškarada and Koronios, 2018; Carminati, 2018). Therefore, in this research, the ontology is subjective, epistemology is interpretivist, and axiology is value – bound. Furthermore, the conceptual framework used to underpin this study comprises the two-factor theory (Afota and Robinson, 2020; Zhang, Jinpeng and Khan, 2020; Herzberg, 2005), attribution theory (Sanders, et al., 2020; Martinko, 2018) and transformational leadership (Farahnak, et al. 2020; Andersen, et al., 2018).

The method of data collection for this research is interview. In addition, some official documents of the organisation will form parts of the required data. These documents include minutes of previous meetings, internal memos, periodic bulletins, and whatever documents can reveal the organisation's policies and systems. Three workers in non-managerial positions in ten Travelodge branches will be interviewed. This is easy because Travelodge branches are found in every city in the United Kingdom.

The method of data analysis will be thematic analysis using NVivo. The researcher hopes to look for themes- the salient points or ideas in the data (Nowell, et al., 2017; Maher, et al., 2018).

The strategies for ensuring trustworthiness in this research are as identified and described by Yin (1994), Maher, et al. (2018), Kalu and Bwalya (2017) and Amin, et al. (2020) They include the following: Prolonged engagement, member checking, triangulation, peer debriefing, negative case analysis, thick contextual description, and the use of software (NVivo) to achieve rigor.

Some ethical issues are presumed to show up during the recruitment, field work and reporting of this research. A) It will be unethical if the respondents are not adequately informed about the details and benefits of the research. B) The respondents may feel emotional/mentally stressed if the language and tone of the interview questions are rude or difficult. C) The respondents may be embarrassed and punished if confidentiality is not ensured. D) The respondents may feel frustrated if at any point they find it difficult to reach the researcher or wish to withdraw their consents. E) The respondents will feel bad if their ideas and experiences are not reported accurately. F) The respondents may not want to participate if the organisation does not give them the permission.

To mitigate these ethical issues, Flinders' (1992) ethical framework will be adopted. It includes acquiring proper and informed consent of the respondents; preservation of respondents' anonymity, avoidance of mental stress or any other form of stress, giving the respondents detailed information about the research, informing participants of the benefits of the research, making participation to be voluntary and feedback the findings of the research to the respondents if they so desire. The researcher will also avoid plagiarism and academic fraud during analysis and compilation of findings.

#### Introductory bibliography:

In this section you should list a minimum of 30 titles that are relevant to your research. You should include all works cited in this form. The list should be alphabetical using the referencing system appropriate to your discipline.

#### Bibliography

Amin, M.E.K., et al. (2020) 'Establishing trustworthiness and authenticity in qualitative pharmacy research,' *Research in Social and Administrative Pharmacy*, 16(10), pp.1472-1482.

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### Student Signature

|                          |              |                                               |
|--------------------------|--------------|-----------------------------------------------|
| Signature or Print Name: | Hilda Obaje. | Date:<br>20 <sup>th</sup><br>January<br>2022. |
|--------------------------|--------------|-----------------------------------------------|



## Supervisory Team

Has the student proposed a viable research project that is appropriate for this programme that should be supported by the Institute?

**Supported:** ☐

**Not Supported:** ☐

## Authorisation

|                                       |                          |       |
|---------------------------------------|--------------------------|-------|
| Director of Studies                   | Signature or Print Name: | Date: |
| Institute Manager of Research Degrees | Signature or Print Name: | Date: |