BMSW5014 – Developing a Research Proposal

Employees’ Perceptions of Authoritarian Management Style and Its Influence on Job Satisfaction and Turnover Intentions at Celtic Manor Resort



Presenter: Catalina Binzaru
Student ID: 2222369
Date: 26 June 2026

Introduction

The hospitality industry experiences high employee turnover and job stress. Management style plays an important role in influencing employee job satisfaction and retention. However, limited research has explored employees' perceptions of authoritarian management within the UK luxury hospitality (Pu et al., 2024)

Research Aim

To explore employees' perceptions of authoritarian management style and its influence on job satisfaction and turnover intentions at Celtic Manor Resort

Research Question

How do employees perceive authoritarian management and its impact on job satisfaction and turnover intentions at Celtic Manor Resort?

Importance of the Study

- Supports leadership improvement
- Enhances employee retention
- Improves service quality
- Reduces recruitment and training costs (Xu et al., 2022)



Research Methodology

- Qualitative research approach (Creswell and Poth, 2024)
- Interpretivist philosophy
- Inductive approach (Saunders et al., 2023)
- Focus on the lived experiences of employees
- Suitable for exploring perceptions (Bryman and Bell, 2023)



Data Collection and Sampling



Semi-structured interviews (30–45 minutes)



Purposive sampling (Tajik et al., 2025)



Face-to-face or online interviews (Ruslin et al., 2022)



10–15 employees from Food & Beverage and Room Service (Guest et al., 2006)



Audio-recorded with participant consent



Direct exposure to management practices and rich, workplace insights



Reliability and Validity

Reliability

- Standardised semi-structured interview guide used for all participants (Ruslin et al., 2022)
- All interviews audio-recorded and transcribed verbatim
- Ensures consistency in data collection

Validity

- Questions focus on employees' lived experiences (Creswell and Poth, 2024)
- Participants can express authentic perceptions freely
- Reflexive thematic analysis supports meaning-based interpretation



Ethical Considerations

- Informed consent will be obtained prior to participation
- Participation is voluntary, with the right to withdraw at any time
- Confidentiality is ensured using of pseudonyms
- All data will be stored securely on password-protected devices
- GDPR guidelines and university ethical policies will be followed
- No personal identifiers will be disclosed at any stage of the research

Limitations and Recommendations



01 Small sample size (10–15 participants) (Creswell and Creswell, 2023)

02 Time constraints for data collection

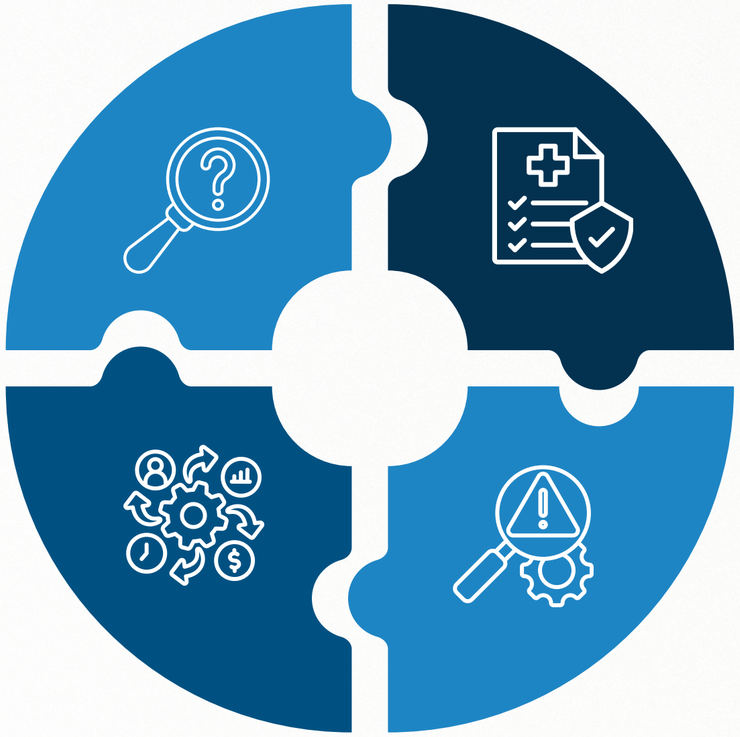
02 Limited access to employees due to shift patterns

03 Larger and more diverse sample

04 Longer data collection period

04 Use of mixed methods (e.g. surveys + interviews)

Conclusion



- Study explores the impact of authoritarian leadership in hospitality
- Qualitative approach captures employee perceptions in depth
- Ethical research design ensured participant protection

- Study is limited by a small sample size and time constraints
- Findings may help improve leadership practices and employee retention

References

- Bryman, A. and Bell, E. (2023). *Business Research Methods.* 5th edn. Oxford: Oxford University Press.
- Creswell, J.W. and Creswell, J.D. (2023). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches.* 6th edn. London: SAGE.
- Creswell, J.W. and Poth, C.N. (2024). *Qualitative Inquiry and Research Design:* Choosing Among Five Approaches. 5th edn. London: SAGE.
- Guest, G., Bunce, A. and Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods.* 18(1), pp. 59–82.
- Pu, B. et al. (2024). The effect of customer incivility on employees' turnover intention in hospitality industry: A chain mediating effect of emotional exhaustion and job satisfaction. I*nternational Journal of Hospitality Management.* 118, p. 103665.
- Ruslin, R. et al. (2022). Semi-structured interview: A methodological reflection on the development of a qualitative research instrument in educational studies. *International Journal of Education Language Studies.* 12, pp. 22–29.
- Saunders, M. et al. (2023). *Research Methods for Business Students.* 9th edn. Harlow: Pearson.
- Tajik, O., Golzar, J. and Noor, S. (2025). Purposive sampling. *International Journal of Education Language Studies.*
- Xu, Y. et al. (2022). Reducing employee turnover intentions in tourism and hospitality sector: The mediating effect of quality of work life and intrinsic motivation. *International Journal of Environmental Research and Public Health.* 19(18), p. 11222.





Thank You For Your Attention!