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Exploring the Relationship between Organisational Culture, Leadership and Turnover Intentions

Mr. Bekithemba Lunga

Faculty of Business and Humanities
Technological University of The Shannon (TUS Midwest)
Moylish Campus
Limerick V94 EC5T
TEL: (00353) 89 254 1064
E-mail: Bekithemba.lunga@tus.ie

Dr. Catriona Murphy

Faculty of Business and Humanities
Technological University of The Shannon (TUS Midwest)
Moylish Campus
Limerick V94 EC5T
E-mail: Catriona.murphy@tus.ie

Abstract

This study examines the relationship between organisational culture, leadership, and labour turnover intentions in hospitality and social care work settings in Ireland. Using a mixed method approach, an online questionnaire was employed to evaluate organisational culture, leadership and turnover intentions from hospitality and social care employees' perspectives while semi structured interviews were undertaken to ascertain managers experiences and opinions of organisational, leadership and labour turnover challenges. This research supports the literature that social care and hospitality sectors share common employment characteristics such as labour intensity, unsocial hours of work, people centred skills, are significant generators of employment and both work settings were identified as both 'high risk' and deemed 'key' workers during the Covid-19 pandemic. The study found that while the pandemic required organisations to readjust and transform, organisational culture, leadership, and labour turnover challenges that existed before the pandemic continued to persist. Interestingly individuals without formal leadership titles emerged organically as leaders during this pandemic crisis. In such uncertain times, the need for effective leadership is critical and underscores the importance of leadership competencies to positively affect turnover intentions, reduce absenteeism and ensure the team effort is aligned to the service goals. Interestingly, the findings also indicated that workplaces with high turnover intentions experienced lower levels of actual turnover while workplaces with lower turnover intentions identified with higher actual turnover rates highlighting that turnover intentions are not necessarily a precursor to actual turnover.

Key words: Organisational culture, Leadership, Turnover Intentions

1.0 Introduction

Organisational culture and leadership are important aspects of any organisation as they can affect productivity, profitability, and retention. While the Covid-19 pandemic has profoundly disrupted organisations, it also represents a significant opportunity to reassess organisational culture and how those cultures are adapting. In recognizing the value and importance of different workplace contexts and perspectives in organisational culture research, this study explored organisational culture in Irish service sectors.

More specifically, this study sought to evaluate the relationship between organisational culture, leadership and employee turnover intentions within social care and hospitality workplaces. Social care and hospitality sectors share common employment characteristics in Ireland including labour intensity, unsocial hours, require people centre skills, are significant generators of employment and were simultaneously identified as both high risk and regarded as 'important' workers during Covid-19. While acknowledging challenges such as shift work, poor pay, low employment status and reduced levels of wellbeing persisted pre pandemic, this research evaluated the symbiotic relationship between organisational culture, leadership, and employee turnover intentions within these workplace settings through the lens of the pandemic.

1.1 Background

The history of Irish employment has seen skilled workers leave the country to secure jobs abroad. Irish emigration began in the 18th century, rose in the 19th century during the famine and continued throughout the 20th century (Cronin, 2020). At the start of the 1990s, the rise of the Celtic Tiger resulted in significant economic growth and by the end of the century the country was not only experiencing reduced economic outward migration but was welcoming diaspora who played and continue to play, a key role in promoting and creating businesses, driving entrepreneurship, and transferring new knowledge and skills. The role and value of the Irish diaspora in contemporary society continues to be celebrated as a key resource for Ireland's economy as reflected in the Irish Diaspora Strategy 2020-2025 (Department of Foreign Affairs, 2020). In addition, Ireland became a magnet for migrants from other European countries most notably Poland, Lithuania, and Latvia. However, the 2008-2009 economic recession saw a brief return of outward economic migration with Cronin (2020) noting that by 2012 almost 50,000 people had left the country seeking employment opportunities elsewhere.

Following the United Kingdom's exit from the European Union in 2020, numerous foreign corporations chose Ireland as the location for their European headquarters, with major tech firms including Google, Facebook, Airbnb, PayPal, Microsoft, LinkedIn, and eBay establishing their European headquarters in Dublin (Shehadi, 2020). This was essential for creating jobs and boosting economic growth, especially when technological advancements permitted greater corporate and economic globalization. Ireland was and still is a desirable site for multinational corporations to conduct business due to its tax rates which is lower than other European nations, offers competent younger labour, and an English-speaking population (Oxford Analytica, 2019; O'Carroll, 2021).

Despite continued economic advances, the country has experienced an increased wave of young people going abroad for either study or work opportunities motivated by their declared desire to seek a better life elsewhere (National Youth Council of Ireland, 2022). Reports suggest an emigration crisis where professionals such as doctors, nurses, engineers, construction workers and social workers are pursuing better work opportunities overseas (Masterson, 2023). This has left a significant skills gap and labour shortage in the Irish workforce. Similarly, Schengen Visa News (2022) note that Ireland and other European countries are experiencing labour and skills shortages since the beginning of Covid-19. According to McHugh (2022), 45per cent of Irish employers reported having adequate skills and talent to achieve their organisational goals for the year 2023 which was less than the 56per cent recorded the previous year. Of the 55per cent companies that did not have sufficient skills, 23per cent were not intending to hire skilled employees despite the increasing skills shortage in the country. McHugh (2022) argues this is due to the rising wage inflation and spiralling energy prices that have heavily affected the economy as many of those organisations surveyed were either start-ups or small and medium enterprises (SMEs).

The surge in emigration, skills and labour shortages in the country coupled with the impact of the Covid-19 pandemic has triggered a need for an investigation into the leading generators of employment in the Irish economy which in the context of this study relates to intensive contact service sectors and more specially to the hospitality and social care workplaces.

1.1.1 Hospitality sector

People are essential at each step of the service process in the hospitality sector (Failte Ireland, 2005; Shapoval, Hagglund, and Pizam, 2021; Stevens, 2023) and are central to service delivery according to Kong, Jiang, and Chan's (2018).

In accordance with Ionel's (2016) research, the hospitality sector, which comprises lodging, food and beverage service, and leisure, makes up a sizeable portion of the tourism economy and when combined represents a substantial source of employment.

Harkison (2022) asserts that staff in the hospitality industry help customers by delivering the intended experiences even though it can be challenging to achieve satisfaction or revisit intentions in every engagement. This intangible trait is crucial to enhancing the overall consumer experience. According to Harkison (2022), visitors are very definite about what they want and know what to expect since consumers believe they are paying for a service that should be personalised and expect staff to be able to anticipate their needs. The essential requirements of hospitality include providing guests with a warm, cordial, and courteous greeting to assure their comfort and assist experience enjoyment (Muller, 2016). When a consumer receives excellent service, they are more likely to come back and perhaps bring a guest. Additionally, when an organisation's service consistently goes beyond expectations, it builds trust with its clients and encourages repeat business. According to Gallo (2014), acquiring a new customer might cost 5 to 25 times more than retaining existing custom. This reflects the value of the customer experience and recognizes the crucial role of the hospitality employee in the guest experience.

Despite the key role that employees play in service provision, prior research shows that the hospitality industry is notorious for having a poor work/life balance. Employment in this sector is frequently accompanied by unsocial working conditions as employees are required to work longer hours due to understaffing (Moyeenudin and Anandan, 2020), which includes shift work (Deery and Jago, 2009). Employees may be forced to cover sick leave or absentees resulting in high presenteeism rates at work as suggested by Arjona-Fuentes and Ariza-Montes (2019). Ariza-Montes, Arjona-Fuentes, and Law (2017) point to power disparities in the workplace which frequently result in confrontations between co-workers because the nature of their jobs necessitates their interaction with one another during working hours. Additionally, Hsu, Liu, and Tsaur (2019), workplace bullying frequently occurs in the hospitality industry and can take different forms including bullying in the kitchen.

1.1.2 Social Care

Like the hospitality sector, social care experiences high levels of labour turnover (Gillen, Neill and Manthorpe, 2022). According to Skills for Care (2021), a study on social care work in UK, reported that an estimated average of 6.8 per cent of roles in adult social care were vacant in 2020 and 2021 which was equivalent to an average of over 100 000 job vacancies being advertised daily. The staff turnover in the adult social care sector was noted to be around 28.5 per cent, equating to approximately 410,000 people leaving their jobs in 2021r. However, unlike the hospitality sector, Skills for Care (2021) states that most people do not leave the social care sector with nearly 63 per cent of such staff recruited from other roles within the sector. Power and Burke (2021) highlight that in Ireland there has not been a significant growth in people joining social care since the early 2000s. Nonetheless, in agreement with Mulkeen(2020) the demand for social care services has increased as such services have expanded to include other groups such as people with addiction, homeless people, and migrant services.

Social care work is a relationship-based approach to the purposeful planning and provision of care, protection, psychosocial support, and advocacy in partnership with vulnerable individuals and groups who experience marginalisation, disadvantage, or special needs (Social Care Ireland, 2022). Lalor and Share(2013), note that social care workers are professional practitioners engaged in the practice of social care work. Principles of social justice and human rights are central to the practice of Social Care Workers (CORU, 2020) and they also assist in social development and inclusion in the community (Gray-Stanley and Muramatsu, 2011).

Since Covid-19 was reported in Ireland, high rates of infections and deaths increased in nursing homes and care facilities with nursing homes accounting for 56 per cent of Covid deaths in Ireland in comparison to 46 per cent of deaths across 21 other countries (The Irish Times, 2021). High death rates were reported amongst employees, especially female social care workers in care homes, making it the highest Covid-19 associated death rate of women in any profession in the UK for example (Carter, 2021). According to Kuluski, Ho, and Hans (2017), social care for home care involves providing daily activities such as bathing, toileting, and personal hygiene to service users.

This service can also extend to meal preparation, transportation, paying bills, and partaking in social activities. As service provides, social care workers are expected to have empathy, be compassionate and non-judgmental as they exercise professional duty of care (Kuluski, et al., 2017).

CORU is Ireland's multi profession regulator that is responsible for protecting the public by promoting high standards of professional conduct, education, training, and competence through statutory registration of health and social care professionals (CORU, 2022).

According to CORU (2020), in 2023 the social care field will become a protected sector whereby only those that are qualified and registered will be allowed to practise in the sector. The opening of a social workers register seeks to ensure that such work will achieve the professional status of other health and social professions. As such, statutory recognition aims to ensure 'the professionalisation of social care work and recognition of social care workers' in Ireland (Power and Dashdondog, 2022, p 4).

CORU have set out criterion of standards of proficiency specifying the skills and abilities required for eligibility to register (McGarr and Fingleton, 2020). These standards are based on the Social Workers Registrations Board under five spheres namely: professional autonomy and accountability; communication, collaborative practice and team working; safety and quality; professional development; professional knowledge and skills (CORU, 2019). Employees are required to be able to practice safely and be knowledgeable of the legal and ethical boundaries involved in the work. Since social care workers provide services to vulnerable individuals, it is paramount that they respect and uphold the rights, dignity and independence of every service user including their role in the diagnostic, therapeutic and social care process. It is crucial for service providers to be aware of the limits of their practice and know when to seek advice and extra expertise.

Due to the significant contributions of both the social care and hospitality sectors during the Covid-19 global pandemic, this study concentrates on these specific sectors for several reasons. Firstly, it proposes that social care and hospitality share common employment characteristics such as labour intensity, unsociable hours, and people centred skills. Secondly, both sectors are identified as high risk and deemed 'key' workers during Covid 19. Lastly, both sectors are among the biggest generators of employment in the Irish workforce, with approximately 265,000 people employed in the health and social care sector (Elflein, 2021) and over 260,000 people employed in the hospitality sector (Deloitte, 2022). Given the shared characteristics between social care and hospitality work, this study adopted a comparative analysis approach based on employees' experiences within these sectors with a specific focus on organisational culture, leadership, and labourturnover.

1.2 Organisational Culture, leadership, and turnover intentions

Organisational culture and leadership are important aspects of any organisation as they can affect productivity, profitability, and retention (Wong, 2020). Maxwell (2007) expresses the importance of leadership and culture by stating that whether the culture of an organisation is positive or negative, it is still a culture and suggests that leaders play an important role in shaping and changing that culture. Schmid, Jarczok, and Sonntag (2016) state that there is a demand for research on a healthy workforce in the public health agenda as it has been proven to yield high employee productivity and low health care costs which have provided a competitive advantage for many organisations. A comprehensive review of the literature indicates that factors such as labour turnover and turnover intentions are common issues that affect productivity and profitability. These factors are the by-products of culture and leadership and consequently cost organisations substantial amounts of money (Schmid, et al., 2016).

Since the term 'organisational culture' was first introduced in the 1950s, many authors have attempted to define the concept both in non-specialised terms that can be promptly perceived by a lay person and in more specialised terms that strive to depict more fittingly according to the degree and scope of the concept (Kummerow and Kirby, 2014). Deal and Kennedy (1982, p49) note that the simpler way of defining organisational culture is 'the way things are done around here' and it is this definition that underpins this study. Culture has tangible and intangible impacts on organisations and one of those impacts is leadership styles.

Thorough good, Sawyer and Padilla (2018) suggest that the way leadership is implemented in an organisation can have positive or negative implications for organisations and groups stating that organisations with good leadership are more likely to flourish compared to those with poor leadership. Maxwell (2007) reinforces this by advising that everything rises and falls on leadership.

In agreement with Figueroa, Harrison, and Chauhan (2019), healthcare leaders and management need to keep well-informed with the ever-changing models of care delivery and evaluate their impacts.

Such challenges affecting management in meeting population health needs and demands include lack of trained healthcare personnel and the maintaining and improving of skill combinations.

Similarly, in the context of hospitality, Johnson, and Park (2020) note hospitality leaders' reliability on frontline employees at all levels in delivering high quality service and exceeding customer expectations suggest that well maintained leadership relationships with customers ensured organisational success. For the purpose of this research, Drucker's (2011) definition of leadership is adopted, which proposes that leadership is more than influencing people, it is the lifting of a person's vision to higher sights, the raising of an individual's performance to a higher standard and the building of a person's personality beyond its normal limitations. As such leaders play a significant role in shaping the culture of a workplace and one of the major causes of high turnover is ineffective organisational management and leadership.

While turnover is a mature field of study, it continues to attract attention given its increased relevance due to the impact of the Covid-19 pandemic on the workforce. Poor working conditions, reduced job satisfaction, perceived job alternatives, and personal, job-related, and organisational factors are among the leading causes of labourturnover and turnover intentions. Employees can ponder on the idea of leaving their workplace while simultaneously hoping that the situation in their current workplace might change. If a positive change takes place, they are more likely to stay. Nevertheless, if the conditions remain the same, they are more likely to leave, hence the increase in turnover in most sectors (Sandhya, 2018). Research suggests that actual turnover and turnover intentions are interlinked, are not the same and are strongly related to organisational culture and leadership. For example, employee morale and retention are strongly influenced by organisational culture and therefore organisations ought to create cultures that promote employee feedback and promote clearly articulated values (Breitling, et al., 2021). In agreement with Holston-Okae (2017), a workplace culture that is affiliated with the needs and goals of the workers can enhance employees' perceptions of their quality of work life, resulting in worker commitment, leading to improved organisational performance and enhanced effectiveness. It is this interplay between organisational culture, leadership and turnover that is the central focus of this research. Therefore, measuring organisational culture, identifying leadership competencies, and assessing the causes of labour turnover and turnover intentions within specific work settings is critical.

In identifying and measuring culture, Harrison's (1993) Organisational Culture Questionnaire (OCQ) presents a useful measurement framework to assess the relationship between organisational culture and organisational commitment. This framework uses Handy (1993) four types of culture of role; power; task, and person to ask questions on what the dominant culture or preferred culture should be. Scores are recorded on a table which comprises the existing and the preferred culture. Whichever table receives the highest score on the existing culture represents the dominant culture in the organisation and whichever table receives the highest score under preferred culture represents the preferred culture in the organisation. Consequently, the literature indicates that Harrison's framework can be used to identify and measure organisational culture. This provides a useful approach in measuring culture in hospitality and social care sectors and assessing the relationship between their respective organisational cultures and leadership in this study. In addition, Roodt's (2004); Jacobs and Roodt (2008) turnover questionnaire was employed in developing the online questionnaire to assess predictors of turnover intentions.

In recognizing the labour-intensive nature of the social care and hospitality sectors, coupled with the unprecedented challenges presented by Covid-19, this research addressed a knowledge deficit by evaluating the symbiotic relationship between organisational culture, leadership, and labour turnover from the perspective of these specific workplace settings. The ensuing section provides the rationale and methodological detail employed to address such omissions in the literature in furthering knowledge and understanding in this important field of study.

2.0 Materials and Methods

This study used a mixed method approach which incorporated qualitative and quantitative data as recommended by Collins and Hussey (2021). To engage the respondents, a convenience sampling technique was utilised as advocated by Cohen, Manion, and Morrison (2018) focusing on the Social Care Ireland (SCI), the Social Care Workers Ireland (SCWI) and Irish Hotel Federation (IHF) members working in Limerick, Ireland. Semi structured online interviews were conducted to ascertain the views of managers from both sectors and a combination of Harrison (1993) and Roodt's (2004) and Jacobs and Roodt (2008) questionnaires were used to formulate a single questionnaire which was disseminated to employees in both work settings.

The questionnaire included items for measuring organisational culture, leadership styles and turnover intentions. A response rate of 55 per cent for the online interviews and 58 percent for the questionnaire resulted.

3.0 Results

3.1 Phase 1: Qualitative research

This study adopted thematic analysis approach to interpret the data collected in the interview stage. Systematic coding of prevailing features of the data set were developed based on collating data relevant to each code. Each interviewee was given a code. For example, **H** related to hospitality respondents and **SC** to social care respondents. **Table 1** and **Table 2** presents a summary of the results aligned to the interview themes identified by respondents.

THEMES	H1	H2	H3	H4	H5	H6	H7	H8
Top-down	✓	✓	✓	✓	✓	✓	✓	✓
Customer experience/expectation		✓	✓	✓	✓	✓	✓	✓
Motivation	✓	✓	✓	✓	✓	✓	✓	✓
Training	✓	✓	✓	✓	✓	✓	✓	✓
Performance Appraisal	✓	✓	✓	✓	✓	✓		✓
Combined Leadership styles	✓		✓	✓			✓	✓
Change management	✓	✓	✓	✓	✓	✓	✓	
Retention Problems				✓	✓	✓	✓	✓
Absenteeism/ presenteeism			✓	✓	✓	✓	✓	
Costs	✓	✓	✓	✓	✓	✓	✓	✓
Recruitment	✓	✓	✓	✓	✓	✓	✓	✓
Turnover		✓		✓	✓	✓	✓	✓

Table 1: Summary of Hospitality Thematic Interview Findings

Table 1 suggest that the Covid-19 crisis has had a significant impact on employment experiences within the Irish hospitality industry. The crisis has exacerbated pre-existing challenges related to organisational culture, leadership, and labour turnover. Customer satisfaction, motivation, and performance appraisals positively impacted on the sector, as work environments were noted to be a high priority. However, high levels of absenteeism, presenteeism, retention, and turnover were experienced, leading to high costs for the sector.

In the context of social care work settings, **Table 2** indicates that dominant and persistent issues related to organisational culture, leadership, and labour turnover.

Themes	SC 1	SC2	SC3	SC4	SC5
Top-down	✓	✓	✓	✓	✓
Customer experience/expectation	✓	✓	✓	✓	✓
Motivation	✓	✓	✓	✓	✓
Training	✓	✓	✓	✓	✓
Performance Appraisal	✓	✓	✓	✓	
Combined Leadership styles			✓	✓	✓
Change management	✓	✓	✓	✓	
Retention Problems					
Absenteeism/ presenteeism		✓	✓		✓
Costs	✓	✓	✓		✓
Recruitment	✓	✓	✓		
Turnover					

Table 2: Summary of Social Care Thematic Interview Findings

Recruitment, absenteeism, presenteeism, and costs were particularly high. However, in social care settings retention and turnover were considered as less significant concerns despite the high-risk associated with social care work during the pandemic.

In summary, both sectors reported similar responses to the hierarchical type of management, customer experience/ expectation, motivation, training, and performance appraisals. 62per cent of interviewees in hospitality experienced blended leadership styles compared to 60per cent in social care sector. 62per cent in hospitality experienced difficulties in retaining their employees whereas the social care sector did not experience difficulties in retaining employees to the same extent. 88per cent of the hospitality experienced changes in service delivery and were able to manage the change very well compared to 80per cent in social care. In relation to absenteeism and presenteeism, both sectors had shared similar experiences and outcomes with less than a 2per cent difference between the sectors. However, 100per cent of the hospitality sector struggled with recruitment compared to 60 per cent identified in the social care sector.

3.2 Phase 2: Quantitative research

The Statistical Package for the Social Sciences (SPSS) version 28.0 was employed to analyse the questionnaire data. On average the respondents completed the questionnaire in 35 minutes and a response rate of 58per cent resulted as illustrated in **Table 3**

Variables	N(sample)	Frequency	percentage%
Sector of work	58		
Hospitality		20	34.5%
Social care		35	60.3%
Other		3	5.2%
How long you worked in the sector	58		
1-5 years		25	43.1%
6-10 years		15	25.9%
more than 10 years		18	31.0%
Are you a	58		
Manager		13	22.4%
Supervisor		10	17.2%
Employee		34	58.6%
Volunteer		1	1.7%

Table 3: Profile of respondents

Figure 1 highlights that 3.45 per cent of hospitality respondents have worked in management for less than 5 years with no hospitality respondent working in management for 6-10 years while 6.90 per cent having worked in hospitality management for more than 10 years.

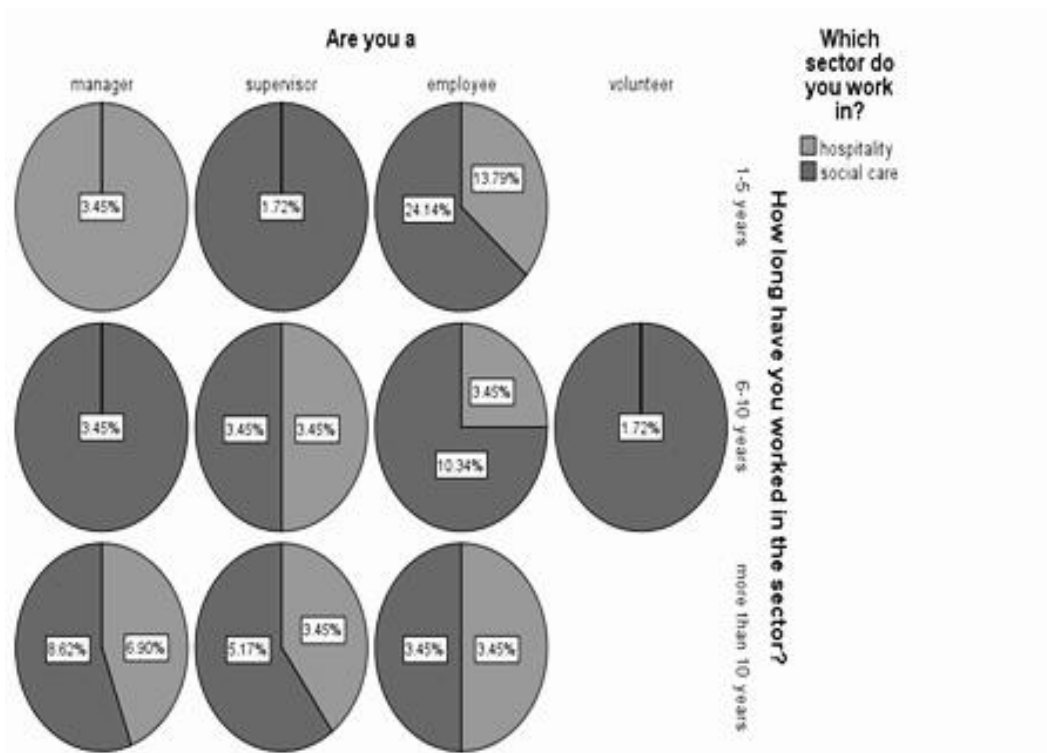


Figure 1: Length of time worked by sector

The results indicate that on average hospitality respondents did not stay more than 5 years in the sector.

This may be attributed to Stamolampros, Korfiatis, and Chalvatzis's(2019)claim that the limited career advancement possibilities in hospitality may be responsible for enticing hospitality employees to leave the sector in search of better job opportunities. Perhaps this also reflects Hennessy's (2022) finding that those in hospitality management leave their jobs because of low pay, unsociable long working hours and working on holidays and weekends?

Surprisingly, there were no social care respondents in management recorded in 1-5 years. 3.45per cent of respondents identified as managers in social care and recorded as employed for 6-10 years whereas in hospitality no managers worked that length of time. There were more respondents in social care management working 10 years plus in comparison to hospitality. This may reflect Keane's (2020) contention that while social care workers experience adversity in their work environment it enables them to be resilient when faced with inconvenient situations.

In the context of supervisory level employment, more supervisors were identified in the social care settings than in hospitality supervision. Interestingly, after 6-10 years, both work environments indicated similar levels in supervisory roles. For those employed for 10 years or more, social care recorded more supervisors than those in the hospitality sector. In agreement with Lake(2018), this may signify the lack of qualified personnel in the hospitality sector as qualified employees with third level qualifications may not consider the hospitality industry a viable long-term career option.

Fewer respondents identified as hospitality employees working between 1-10 years with both work environments having an equal portion of employees working in the organisation for more than 10 years. This was a significant finding as it agreed with Blythe (2021) on the high levels of turnover per year recorded in the hospitality sector in Ireland. This also agrees with Allen and Brennan (2021) who note the severe impacts on restaurants and pubs experiencing staff shortages. Finally, no respondents identified as a volunteer in hospitality workplaces while 1.7per cent of respondents considered themselves social care volunteers.

This is reflective of Moriarty, Manthorpe and Harris's(2018) study that note in the context of recruitment of volunteers, social care sector is the only sector that recruited volunteers in different settings in comparison to the hospitality sector in which none of the respondents identified as volunteers, The presence of volunteers in social care may reflect funding cut backs and increased demand to support vulnerable groups in different social care settings as Moriarty, *et al.*, (2018) propose.

The researcher applied tests on the data to check the significance and to identify dominant cultures in both sectors. An independent samples t-test which can be either used to compare the mean score on some continuous variable or two different groups of participants was conducted to identify the dominant existing culture in both sectors.

3.2.1 Existing Culture

Table 4 identifies the existing cultures in social care and hospitality work settings which suggests that the power culture is less significant in hospitality than in the context of social work.

Group Statistics		Which sector do you work in?	N	Mean	Std. Deviation	Std. Error Mean
Existing Power Culture	Hospitality	21	2.4762	.35105	.07661	
	social care	35	2.5279	.70128	.11854	
Existing Role Culture	Hospitality	22	2.9671	.33699	.07185	
	social care	33	2.8168	.42679	.07429	
Existing Task Culture	Hospitality	22	3.0286	.33865	.07220	
	social care	33	3.0235	.47376	.08247	
Existing Self-Culture	Hospitality	22	2.9840	.39989	.08526	
	social care	34	2.9679	.46915	.08046	

Table 4:Independent sample t-test for existing culture

The analysis from the group statistics table of independent sample t test identifies the above results of existing culture in both sectors and draws conclusions based on their means that the power culture in the hospitality sector was very less dominant (M= 2.476, SD= 0.35) than in social care sector with existing culture (M= 2.527, SD= 0.70). The role culture in social care sector was less dominant (M= 2.816, SD= 0.42) than hospitality sector with existing culture (M= 2.967, SD= 0.33). The task culture in hospitality sector is more dominant (M= 3.028, SD= 0.33) than in social care sector with existing culture (M= 3.0235, SD= 0.47). The self-culture in hospitality sector was more dominant (M= 2.984, SD= 0.39) than social care sector with existing culture (M= 2.967, SD= 0.46). This finding illustrates that power culture is least dominant in both work environments, whilst task culture is the most dominant culture in both workplaces.

In measuring the homogeneity of variances, a Levene’s test was applied to test for equality of variances as part of the t-test and analysis of variance analyses Pallant(2016) as highlighted in **Table 5**.

Levene’s Test

		Levene's Test for Equality of Variances				t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Existing Power Culture	Equal variances assumed	6.761	.012	-.314	54	.755	-.05170	.16453	-.38156	.27816
	Equal variances not assumed			-.366	52.703	.716	-.05170	.14114	-.33482	.23142
Existing Role Culture	Equal variances assumed	.229	.634	1.387	53	.171	.15025	.10835	-.06708	.36758
	Equal variances not assumed			1.454	51.373	.152	.15025	.10335	-.05720	.35770
Existing Task Culture	Equal variances assumed	1.414	.240	.043	53	.966	.00503	.11708	-.22981	.23988
	Equal variances not assumed			.046	52.688	.964	.00503	.10961	-.21485	.22491
Existing Self-Culture	Equal variances assumed	.693	.409	.133	54	.895	.01610	.12135	-.22719	.25939
	Equal variances not assumed			.137	49.884	.891	.01610	.11723	-.21937	.25157

Table 5: Existing Culture Independent T-test

The above independent T-TEST table indicates the dependency of sector with existing culture and it can be concluded that when the assumed equal variances with existing power culture the value of T(54) = -0.314 and p-value sig. (2-tailed) = 0.755 which is greater than $\alpha = 0.05$ ($p > 0.05$), with existing role culture the value of T(53) = 1.387 and p-value sig. (2-tailed) = 0.171 which is greater than $\alpha = 0.05$ ($p > 0.05$), with existing task culture the value of T(53) = 0.043 and p-value sig. (2-tailed) = 0.966 which is greater than $\alpha = 0.05$ ($p > 0.05$), with existing self-culture the value of T(54) = 0.133 and p-value sig. (2-tailed) = 0.895 which is greater than $\alpha = 0.05$ ($p > 0.05$). The results are statistically insignificant as it can be concluded that there are no significant differences between both sectors with existing culture.

Preferred culture

Table 6 identifies the preferred culture in both workplaces. The independent t-test above based on the means of the preferred culture in both sectors indicates that the power culture in the hospitality sector is more dominant (M= 2.553, SD= 0.44) than that of social care sector in the preferred culture (M= 2.242, SD= 0.82).

Group Statistics

	Which sector do you work in?	N	Mean	Std. Deviation	Std. Error
Preferred Power Culture	Hospitality	16	2.5534	.44885	.11221
	social care	28	2.2429	.82176	.15530
Preferred Role Culture	Hospitality	16	2.9066	.29700	.07425
	social care	25	2.8288	.49357	.09871
Preferred Task Culture	Hospitality	17	3.1057	.37506	.09097
	social care	26	3.1881	.49020	.09614
Preferred Self-Culture	Hospitality	17	3.0452	.50165	.12167
	social care	25	3.0827	.66624	.13325

Table 6: Independent t -test for Preferred culture

Role culture in the social care sector was dominant (M= 2.906, SD= 0.29) than hospitality sector in the preferred culture (M= 2.828, SD= 0.49). Task culture in the hospitality sector was less dominant (M= 3.105, SD= 0.37) than social care sector with preferred culture (M= 3.188, SD= 0.49). Self-culture in hospitality sector was less dominant (M= 3.045, SD= 0.50) than social care sector with preferred culture (M= 3.082, SD= 0.66). The independent T-TEST table presented in **Table 7** analyses the dependency of sector with preferred culture.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Preferred Power Culture	Equal variances assumed	11.509	.002	1.393	42	.171	.31055	.22294	-.13936	.76047
	Equal variances not assumed			1.621	41.963	.113	.31055	.19160	-.07612	.69722
Preferred Role Culture	Equal variances assumed	3.155	.083	.567	39	.574	.07788	.13727	-.19978	.35554
	Equal variances not assumed			.631	38.911	.532	.07788	.12352	-.17198	.32774
Preferred Task Culture	Equal variances assumed	1.152	.289	-.589	41	.559	-.08244	.13998	-.36514	.20026
	Equal variances not assumed			-.623	39.869	.537	-.08244	.13235	-.34996	.18508
Preferred Self-Culture	Equal variances assumed	1.456	.235	-.197	40	.845	-.03745	.19044	-.42234	.34744
	Equal variances not assumed			-.208	39.508	.837	-.03745	.18044	-.40227	.32737

Table 7: Preferred culture independent T-Test

Table 7 concludes that when assumed equal variances with preferred power culture the value of T(42) = 1.39 and p-value sig. (2-tailed) = 0.171 which is greater than $\alpha = 0.05$ ($p > 0.05$), with preferred role culture the value of T(39) = 0.567 and p-value sig. (2-tailed) = 0.574 which is greater than $\alpha = 0.05$ ($p > 0.05$), with preferred task culture the value of T(41) = -0.589 and p-value sig. (2-tailed) = 0.559 which is greater than $\alpha = 0.05$ ($p > 0.05$), with preferred self-culture the value of T(40) = -0.197 and p-value sig. (2-tailed) = 0.845 which is greater than $\alpha = 0.05$ ($p > 0.05$).

The results are statistically insignificant as there are no significant differences between both sectors with regards to preferred culture. Therefore, it is concluded that in both workplaces the preferred culture is the task culture.

However, environments on to the existing culture, the self-culture is the preferred culture with a mean of over (M= 3.0) was as dominant as the task culture in the preferred culture, meaning that employees in a task cultured environment are likely to prefer an environment with self-culture. This facilitates employees to work on their own initiative in fulfilling the tasks required for the job and in the process achieving their own personal goals. Therefore, it is concluded that task culture can influence self-culture in a work environment.

From the group statistics table of independent t test on the turnover intentions on both sectors presented in **Table 8**, it is concluded according to means the hospitality sector experiences has fewer turnover intentions (M= 1.807, SD= 0.30) compared to social care sector (M= 1.896, SD= 0.34).

Group Statistics

Which sector do you work in?		N	Mean	Std. Deviation	Std. Error Mean
turnover intentions	Hospitality	20	1.8077	.30921	.06914
	social care	32	1.8966	.34490	.06097

Table 8: Turn over intention statistics.

The independent T-TEST presented in **Table 9** deciphers the dependency of sector with turnover intentions, and it is concluded that using the assumed equal variances the value of T = -0.94 and p-value sig. (2-tailed) = 0.352 which is greater than $\alpha = 0.05$ ($p > 0.05$).

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
turnover intentions	Equal variances assumed	.302	.585	-.940	50	.352	-.08894	.09457	-.27890	.10102
	Equal variances not assumed			-.965	43.804	.340	-.08894	.09218	-.27475	.09687

Table 9: Turnover intentions independent t-test

This means that the results are statistically insignificant, and it is concluded that there are no significant differences in turn over intentions from both workplaces. This finding means that both sectors experience high levels of turnover intentions although social care workplace encounter higher intentions than hospitality work environments.

In summary both sectors share similar responses in the context of existing and preferred cultures whereby power and role culture are not present or not favoured amongst employees. However, task culture is more dominant in both existing and preferred cultures which can be concluded that as services sectors are people oriented there is a high demand to complete tasks to meet customer expectations. Self-culture, also known as person culture, according to Handy (1993) whereby employees are more knowledgeable of their job requirements and prefer to manage themselves, was dominant in the preferred culture scoring which was like that of task culture. Handy (1993) explained that in this type of culture employees, due to their level of expertise and knowledge, usually do not last long in organisations but move on to find better work opportunities. This is reflected in **Table 10** which summarises responses relating to the existence of opportunities to achieve work related goals.

How often are opportunities to achieve your most important goals at work jeopardised?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	sometimes	24	41.4	46.2	46.2
	most of the times	12	20.7	23.1	69.2
	never	16	27.6	30.8	100.0
	Total	52	89.7	100.0	
Missing	System	6	10.3		
Total		58	100.0		

Table 10: Jeopardisation of employees' goals

As illustrated in **Table 10**, it can be concluded that 69per cent of respondents noted the opportunities to achieve their work-based goals in the workplace were threatened while 31per cent never experienced such difficulties. This may in turn have implications on the increased rate in employee turnover intentions.

Table 11 presents a comparative analysis of hospitality and social care workplace settings

Similarities	Hospitality	Social Care
Top-down culture	Similar	Similar
Customer experience/expectation	Similar	Similar
Motivation	Similar	Similar
Training	Similar	Similar
Performance Appraisal	Similar	Similar
Combined Leadership styles	Similar	Similar
Change management	Similar	Similar
Retention Problems	High	Lower
Absenteeism/presenteeism	Similar	Similar
Costs	Similar	Similar
Recruitment	High	Lower
Existing Culture	Similar	Similar
Preferred Culture	Similar	Similar
Emerging Culture	Similar	Similar
Turnover	High	Lower
Turnover Intentions	Lower	High
Managers staying longer than 10yrs	Lower	High
Supervisors staying longer than 10yrs	Lower	High
Employees staying longer than 10yrs	Similar	Similar

Table 11: Comparative analysis of findings

4.0 Discussion

This study revealed that social care and hospitality sectors shared more commonalities than differences. Recruitment, retention, turnover, turnover intentions, and employee longevity were the major differences between the two sectors. These were the defining factors which exposed underlying factors such as resilience, learning and development, stable wages as the major differences between both work environments. Hospitality workplaces experienced increased retention issues in comparison to social care. The turnover rate in hospitality was higher in hospitality and lower in social care whereas turnover intentions surprisingly lower in hospitality than in social care despite the number of people leaving the sector. As a result of the high turnover rate, hospitality workplace experienced higher recruitment rates than social care workplaces. This was a significant finding as it highlighted that although turnover intentions are a precursor of turnover, they do not necessarily reflect actual turnover behaviour as employees tend to remain in the organisation despite feeling frustrated.

In relation to longevity in management positions, social care work environment had higher percentages of managers and supervisors working for 10 years and over compared to hospitality workplaces. Another defining factor was that social care recruited volunteers in comparison to hospitality. This could be a result that social care could be perceived as a vocation (The Guardian, 2020)

After analysing the combined data from the interviews and questionnaire survey it is concluded that both sectors have similar organisational culture which can be hierarchical in nature accompanied by a dominant task focus to meet customer expectations. It is the execution of these tasks that forms the essence of service delivery which sector employees appear to thrive on. The results highlighted that power and role culture were less significant in both sectors compared to task culture and self-culture especially when analysed in the preferred culture.

Although it can be assumed that autocratic leadership is common in the sectors due to the tasks that need to be carried out, the results indicated that autocratic leadership was less significant compared to democratic leadership. It is concluded that due to democratic leadership being the common leadership trait, it has an influence on employees gravitating towards the self/person culture in their organisation because they are given freedom to execute the task and goals and are given the freedom to communicate their wishes. The results also highlighted that organisations with autocratic leadership traits alone have a 'revolving door' effect on the employees as they do not stay on the job but look for other work opportunities elsewhere.

The number of years worked in an organisation influenced the turnover intentions as the results reflected that employees with 5 years and less were more inclined to stay longer in the workplace compared to those with 6 years and over. In addition, from the manager's perspectives, especially in the hospitality sector employees that did not foresee any growth opportunities, sought better job prospects. This concludes that organisations that seek to develop and invest in their employees tend to have loyal employees.

Also, this study set out to examine complementary objectives such as analyse the result of changes in leadership approach because of Covid-19 and investigating employee adaptation in service delivery required because of the same. The results highlighted that 70% of the managers changed their leadership approach because of the pandemic by combining or learning another leadership trait to complement their initial one. The changes in service delivery negatively affected the employees as in some organisations especially in the social care sector whereby employees had to succumb to daily Covid tests which were uncomfortable at times. It can be concluded that all the sectors in the end experienced some level of employee adaptation to the changes attached to Covid 19 although different organisation had their employees adapt sooner than others.

The findings examined organisational culture and leadership competencies, and turnover intentions in the social care and hospitality sectors. The results highlighted that both sectors shared similar organisational cultures that were task oriented and hierarchical, with self-culture being more significant than power and role culture. Furthermore, the results indicated that democratic leadership was more common in these sectors than autocratic leadership, and that organisations that invest in their employees tend to have more loyal and competent employees.

Additionally, the impact of the Covid-19 pandemic was examined, establishing that managers adapted their leadership styles and employees adapted to the changes in service delivery albeit at different speeds between sectors and organisations.

5.0 Conclusions

This study highlighted task culture as the dominant culture identified in both social care and hospitality workplaces. This culture is job or project oriented and corresponds with ‘the work-hard, ‘play-hard’ culture recognized by Deshpande and Parasuraman (1986). It benefits from being very adaptable, allowing people and other resources to be drawn from various parts of the organisation on a temporary basis as demonstrated during the Covid-19 crisis. This infers the culture within these sectors can and does change more easily than cultures in other organisations. This presents an opportunity for organisations to influence those aspects perceived as negative and less constructive for the betterment of the entirety of the organisation.

Furthermore, this research recognized that an increased emphasis should be placed on the need for alignment between organisational culture and strategy particularly as it applies to strategy formulation and development so that the strategy and the culture are compatible.

5.1 Empirical contributions

This study addresses several gaps in the existing literature by examining the interrelationship between organisational culture, leadership, labour turnover, and turnover intentions in specific workplace settings. The study finds a positive relationship between these factors, which aligns with the researcher's expectations.

The study also notes that there is a lack of research focusing on culture, leadership, and turnover in the context of individual workplace settings, particularly in hospitality and social care workplaces in Ireland. Furthermore, there is a scarcity of comparative studies between different work environments, and no specific comparison has been made between social care and hospitality work environments.

Despite the number of studies on labour turnover, there is a lack of research explicitly considering and comparing the interplay between culture, turnover, and turnover intentions across similar yet different work environments. This study determines that a comparative approach is valuable in understanding the significance of organisational culture, as it is influenced by various workplace perspectives and practices.

This study emphasizes the relevance of examining the role of organisational culture and leadership in managing labour turnover and turnover intentions, particularly in the post-Covid-19 pandemic era. The research approach taken in this study has helped identify differences and similarities in work characteristics between hospitality and social care, and how they impact organisational culture, leadership, actual turnover, and turnover intentions. These findings contribute empirically to the field and enhance its theoretical development.

5.2 Theoretical Implications of research findings

This study adds to the theoretical development of the relationship between organisational culture and leadership by emphasizing the importance of combining labour turnover and turnover intentions in the study of organisational behaviour. The study focuses on the similarities between two labour-intensive and people-oriented sectors: social care and hospitality. These sectors are informed by relationship goals of exceeding customer/client expectations and experiences, but they also involve labour-intensive work with unsociable hours.

The findings support existing evidence that contact-intensive work environments lead to increased labour turnover, absenteeism, and presenteeism. However, the study also suggests that while labour intensity and unsociable working hours increase turnover intentions, they do not always result in high rates of actual labour turnover. For example, although both social care and hospitality environments had high turnover intentions, the study found higher actual turnover among hospitality workers.

The study highlights the impact of organisational culture and leadership style on both public (social care) and private (hospitality) sectors. It argues for exploring how leadership can shape organisational culture, which in turn affects employee retention, rather than solely blaming poor leadership for inducing turnover.

The study emphasizes the importance of considering different workplace contexts in studies on leadership and culture. Leaders play a significant role in shaping and creating culture within organisations. They can inspire, motivate, and support employees, as well as recruit individuals who align with the organisational culture.

The research underscores the importance of measuring culture, using Harrison's (1993) Organisational Culture Questionnaire (OCQ) to determine present and preferred cultures in organisations. The study also adopts the Roodt (2004); Jacobs and Roodt (2008) turnover intentions questionnaire to formulate relevant questions. By combining these two questionnaires, the research establishes new knowledge on the relationship between organisational culture and turnover intentions.

Overall, the study emphasises practical implications for hospitality and social care settings. It recognizes the challenges these sectors face in recruiting employees, particularly during and after the pandemic, due to societal changes and increased demands for work-life balance and mental health awareness.

5.3 Practical Implications of findings

The findings of this study highlight the vulnerability of Ireland's rapidly expanding economy to shortages of skilled labour, particularly exacerbated by the Covid-19 pandemic across two labour-intensive sectors.

5.3.1 Similarities and Challenges

Both social care and hospitality are characterised by labour intensity, unsociable hours, and a focus on customer experience. The study reveals high rates of absenteeism and presenteeism in both sectors, emphasising the need for organisational changes such as implementing four-day work weeks to address work-life balance and reduce stress.

5.3.2 Promoting Positive Work Cultures

Managers and leaders in social care and hospitality need to develop policies and procedures that foster positive work cultures. It is crucial to involve employees and leaders in shaping these policies to ensure inclusivity, practicality, and positive implementation. Strategies promoting positive cultures should be integrated into the organisations' overall strategies, with a shared responsibility for culture among all individuals within the organisation.

5.3.3 Leadership and Organisational Culture

Leadership plays a crucial role in shaping organisational cultures. Stakeholders and CEOs should prioritize recruiting the right leaders and invest in their continuous training and development. Developing self-awareness skills and the ability to apply different leadership styles in different situations are important attributes for leaders. This study recognizes the impact of leadership traits and the need for adaptability in driving organisational success.

5.3.4 Impact of the Covid-19 Pandemic

The pandemic has had significant effects on both sectors. On the one hand, while social care workers experienced high turnover rates, they typically sought career advancements within the sector. On the other hand, many hospitality workers did not return to the sector after the pandemic, necessitating incentives such as increased wages and comprehensive training and development programs to attract and retain hospitality employees.

5.3.5 Work-Life Balance and Organisational Commitment

Poor work-life balance was evident in both sectors. Increasing employees' organisational commitment can help reduce turnover.

Implementing initiatives like "bring your child to work day" or "take your pet with you" during less busy periods can foster a more personal and enjoyable work environment, encouraging employee buy-in. Employee recognition and rewards are also crucial for creating a positive employee experience and promoting engagement, motivation, and commitment.

5.3.6 Aligning Strategy with Culture

Practical recommendations emphasize the importance of aligning the organisation's strategy with its culture. Culture should be considered when formulating strategies, creating a strong awareness of the organisation's own culture, and purposefully linking all changes and strategies to it.

Overall, these findings provide insights into the challenges faced by social care and hospitality sectors and offer practical recommendations to address labour turnover, promote positive work cultures, and enhance organisational success.

5.4 Concluding Remarks

Overall, this study highlights the importance of organisational culture, leadership, and turnover intentions in the services industries of hospitality and social care. The research emphasises the need for organisations to create positive workplace cultures that enhance employee performance, organisational commitment, and revenue. It also stresses the importance of effective leadership and the negative impact of poor leadership on the employee motivation and turnover intentions. Additionally, the study acknowledges the challenges experienced by both sectors during the pandemic and the need for leaders to adapt to changing circumstances to maintain a positive work environment. Finally, the study concludes that organisations need to address negative workplace cultures and poor leadership to prevent the revolving door effect and retain skilled workers.

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