

Inquiry into Organizational Culture Transformation as an Enabler for
Employee Performance Enhancement at SriLankan Airlines: The role of
Strategic Leadership

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Business Administration

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ABSTRACT

“Corporate culture has a significant impact on long term economic performance” as cultures are unique to each organization and can be considered as a source of sustainable competitive advantage. Improving employee performance has been identified as a crucial aspect in any organization. In order to understand the impact of organization culture on Employee performance, it is important to identify the different aspects that are contributing towards employee performance and the organizational culture. Though there are many researches done with relation to organization culture, there is no unanimity about which aspects of organization culture will affect employee performance. The literature on culture states that the aspects of organization culture is highly dependent on the geographical and other external aspects of the organization. Furthermore many of the previous studies in this field have explored the direct relationship between specific culture domains and specific performance measures and researchers have paid inadequate attention to mediators of the link between organizational culture and employee performance. Therefore it was deemed important that a separate study should be done on organizational culture of SriLankan airlines in relations to employee performance.

This report will study the effect of organizational culture on the employee performance and the effect of leadership styles on the relationship of the organization culture and employee performance. This thesis tries to close the research gaps found in the literature of the subject and attempts to establish a clear relationship between organization culture and employee performance of SriLankan Airlines. To achieve the research objectives this study will review the current available literature on the research subject that will lead to the development of a conceptual model for testing. The framework will include key cultural drivers which is believed to improve employee performance. This relationship is complemented with the mediating variable of Leadership style. In setting the conceptual model, Denison’s (1990) cultural model was used for the independent variables as the model enabled assessing the cultural aspects based on performance.

This research is a mixed method research. Quantitative survey will be used as the main method in the research. The research will be largely based on the Positivist paradigm. In order to achieve the objectives identified in this research the study will use a survey approach. Questionnaires was used as the primary data collecting method. Personal interviews were carried out by experienced enumerators and subsequently an e-mail campaign was also employed for the purpose of data collection. A sample of 300

respondents of various management levels was considered in the study. After taking out the outliers the tested sample reduced. Accordingly the study was conducted on 291 responses. A structural equation model (SEM) was the principle data analysis technique employed. However correlation analysis, independent t test, one way ANOVA test and hierarchical regression, etc. were additionally used together with relevant descriptive statistics for a comprehensive analysis of the empirical results.

The results of this study show that there is a strong relationship between 3 of the independent variables of Organizational culture on Employee performance with the mediation effect of Leadership styles (Democratic leadership style in particular). This study makes several contributions one of which is the presentation of a comprehensive framework that explains the importance and impact of leadership style as a mediator on the culture-effectiveness relationship. Moreover, this study provides a novel contribution to the growing literature on the organization culture for improved employee performance which has been identified to bring in competitive advantage for organizations whilst understanding the specifics for airline industry in Sri Lanka which is a developing country. Furthermore, the result of this study provides meaningful managerial implications and can be used as a guide for implementing organizational culture change including cultural or managerial styles to improve employee performance at SriLankan Airlines.

Keywords : Organization Culture, Leadership Style, Employee Performance, Airline Industry, Denison Organization Culture Model, Involvement Culture, Mission Culture, Adaptability Culture, Consistency Culture, Democratic Leadership, Autocratic Leadership, Laissez- Faire Leadership.

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CHAPTER 1 – INTRODUCTION

1.0 Chapter Overview

Losses at SriLankan Airlines has proliferated over the years with the airline being at a vulnerable stage for closing down. Hence the airline is in the process of restructuring its core business functions for a sustainable future. This chapter discusses the importance of changing the culture of SriLankan Airlines for improvement in employee performance at SriLankan Airlines whilst aligning the leadership styles to the cultural aspects. It also includes a statement on the purpose and the significance of this research for SriLankan Airlines. Summary on chapters will give an idea as to what each chapter has to offer in this research paper. The main objective of this chapter is to give the reader a macro view idea on the research to ensure the engagement of the reader to the main purpose of the study.

1.1 Background

Organizational culture is the common values, assumptions, and behaviour that governs organizational processes. Which means that organizational culture refers to how an organization does things (Cameron & Quinn, 2011; Kissack & Callahan, 2009; Rainey, 2009; Senge, 2006; Christensen, 2006; Hofstede, 1998; Schein 1992; Alvesson, 1990; Barney, 1986) and In addition, organizational culture includes attitudes and beliefs in rewarding, processing, assessing and organizing when dealing with the adaptation with the external environment and integrating with the internal environment (Trompenaars, 1993). Corporate culture has a significant impact on long term economic performance (Kotter, 1992). This is because cultures are unique to each organization as it is difficult to copy. Therefore corporate culture can be considered as a source of sustainable competitive advantage (Barney, 1986). Researchers Barney (1986) and Hamel & Prahalad, (1990) states that intangible resources such as employees and culture are more likely to provide competitive advantage for an organization as they process the characteristics of being unique and difficult to imitate. In 1994 research done by Lardo & Wilson suggests that through human resource management intangible assets of the organization such as culture can contribute to competitive advantage of an organization.

SriLankan Airlines is currently in a transforming period to reduce losses and has adapted many strategies for organizational transformation. However when looking at the financial performance and the customer survey results, it was observed that strategies weren't

effective although the same strategies were successful for many other airlines such as Southwest Airlines, American Airways, Malaysian Airways etc. The reason for this can be supported by the article written by Torben Rick (2013). Where he states that vision/mission can be achieved only when both strategy and culture are in line. Strategy is the guiding path whereas the culture was found as a driving path (Torben Rick, 2013). As SriLankan airlines is owned by the government, the losses incurred over the past ten years (Refer annex 3) has become a national issue as it is affecting the economy of the country. The dynamics of global competition has resulted in deterioration of the leadership market SriLankan airlines has had (Refer annex 4).

Highly volatile economy and frequent corporate restructuring conditions are enforcing organizations to focus on organization culture (Bennis, 1996) thereby improving adaptability to situations and improving performance to ensure business stability. Volatility of the market has made organization culture a critical variable than how it was in the past. The need for organizational change arises from many factors such as social, technological, environmental, legislative, economic or political forces (Bennis, 1996). Kotter and Kohen (2002) suggests, regardless of the changes, organizations should be able to not let it disrupt the routine work or performance of the organization. Despite the changes occurred both internally and externally, organizations should change its culture to match to the new organization paradigms to remain competitive and relevant in the market. The need for Culture change in SriLankan Airlines has risen due to the environmental, economic and political factors mentioned. Furthermore low quality standards of the service provided due to low staff motivation level (Refer Annex 5) and the low pace in innovation due to low staff engagement raises justifies the need for organization culture change.

Culture at SriLankan Airlines is believed to have changed since the shares were brought over by Emirates, SriLankan Airlines now operate as a state owned enterprise with 98% of the shares being owned by the government. Culture was identified as one of the main constraints for organizational performance in an external consultancy report done by Nyra in 2017. Upon identifying the issues of prevailing culture, through the preliminary study done, strategies are in place with the expectation of a culture that supports growth in organization. Implementation of the mentioned strategies are to be completed in the

next three months.

Literature suggests that different cultures have to be changed through different processes (Wilkins, 1988). Therefore identifying the factors that influence the persistence of culture and the impact the existing culture would have on culture change will be discussed. A review of literature revealed that there are 4 main factors of culture that needs to be looked at when changing the culture: Involvement Culture, Mission Culture, Adaptability culture and Consistency Culture (Denisson, 1990). In addition to the four factors, the mediating role of Leadership Style in the relationship of the four factors and culture change will be evaluated in the context of SriLankan airlines. Culture change is viewed as a driver of employee performance through proper leadership that would have an impact on organizational performance. Significance of employee performance is believed to have a significant impact on performance of SriLankan Airlines as the Airline business is service oriented.

This research is expected to contribute academically to the discourse of Strategic organization culture change. In this study the researcher will be applying the Denison culture model on SriLankan Airlines taking employee performance as the dependant variable while understanding the strategic leadership needed to govern the relationship positively. There has not been any studies done on strategic organization culture change for national carriers in a developing country where the vision/mission statement is different from airlines that are owned by private entities (refer Annex 6). Many researches on culture development has been done based on models such as Schein's (1992), Lewin's (1947) change models where the factors effecting culture have not been looked at in terms of the paradigms of the organization. Therefore it is important to research the cultural dimensions that would improve employee performance with the ideal leadership strategy in place. In this research the researcher will be inquiring into transformation of organizational culture giving salience to the entities that forms organizational culture and leadership.

1.2 Contextual Overview

1.2.1 Airline Industry

Teresa Cederholm (2014) states in her study that the airline industry is highly correlated to the changes in the PESTEL factors that is the external environment. These factors are uncontrollable by the organization, thus the study suggests the airlines to be compatible to the changing factors of the external environment. The airlines functions such as pricing, network structure, cost structure, business strategy, fleet structure etc has to be in line with the changing external factors. Hence Cederholm (2014) suggests the airline will be able to gain competitive advantage if the future of the external factors can be forecasted accurately in order to make internal adjustments to adapt to the situation.

In order to find the trends of the external factors many tools can be used in an airline. Forecasts are usually done by IATA for the airlines. As Airlines are a cost base business, the cost impact is to be looked at. Fuel price forecast and the currency impact are the main factors affecting the cost structure in an airline. Furthermore the demand also may vary as per the new entrants, technological advancements and spending power of the people. In order to improve sustainability of an airline, many airlines such as British Airways, American Airways, Southwest Airways, Singapore Airlines etc are giving importance to the culture of an organization to ensure good performance and to attain sustainable competitive advantage. As Airlines are service based, culture is an important factor in order to grow to the next level of excellence in service (Shackford, 2005).

Geoffrey Thomas (2004) quotes Charles Darwin with respect to the importance of adaptability of an organization "The sustainability of an organization is not based on its strength but the adaptability and the responsiveness to change". It was also stated that in the case of an airline culture change is complex but is necessary to happen to sustain market share. Further Rod Eddington compares culture change in an airline for an engine change where everyone knows that it has to be done but is clueless about how it is to be done. Culture provides an airline meaning through identity, belongingness and continuity for employees in the organization.

The Corona Virus outbreak has created unexpected new challenges on top of existing summons to the Airline industry. IATA predicts reduction in performance of Airlines, due to the unfortunate health risks, business has de-escalated with an estimated 13% drop. In order to sustain the businesses many airlines are planning to reboot some of the aircraft

towards remunerative destinations and are looking at cutting down expenditures through various initiatives. At this time the airlines poses the ability of going through a change in terms of culture as there will be minimal disruption to the operations.

1.2.2 SriLankan Airlines

SriLankan Airlines culture has been built through the years. It has gone through culture changes. SriLankan Airlines is the national airline of SriLankan Airlines. Following the termination of Air Ceylon, the original flag carrier of SriLankan Airlines, Air Lanka was launched in 1979. In 1998 Air Lanka was rebranded as SriLankan Airlines with 43.6% of the shares being bought over by Emirates Group. With this partial privatization which was signed for 10 years, the management of the airline was handed over to Emirates though the government owned the majority of the shares. With the acquisition airline expanded in terms of destinations and the fleet owned. In 2008, when the partnership came to an end, an accumulated profit of Rs 9.3 billion was recorded. Furthermore in 2008 all the aircraft that were owned by SriLankan Airlines were sold. Currently SriLankan Airlines is a fully state owned company with the contract with Emirates expiring in 2008. Through the years and changing of ownership SriLankan Airlines has gone through many cultural changes. As a state owned enterprise the culture of the organization has changed to a similar culture as in other state owned companies in Sri Lanka. SriLankan Airlines is criticized through the years for its poor performance and less responsiveness though it's also identified as an entity which is overstaffed.

SriLankan Airlines has a route network of 109 cities in 48 countries, including codeshare operations in partnership with the world's finest airlines. A member of the prestigious Oneworld global airline partnership, SriLankan Airlines also connects travellers to over 1,000 cities in 160 countries through its oneworld partner airlines. Having won several awards for friendly service on board in the past, SriLankan Airlines was known for its unique culture on board which reflected the country's culture of warmth service. However with time, what once was the competitive edge for SriLankan Airlines has been the most criticized point in the airline. This has further been proved from consumer surveys done in the past. SriLankan airlines has recorded an accumulated loss of Rs 145 Billion dollars in the first 5 years following the government of SriLankan Airlines buying the shares from Emirates to have 98% of the shares of SriLankan Airlines. With the blunders made by the management such as leasing of A350 which was later cancelled and redeliveries of A330-200, the loss is forecasted to be doubled.

As SriLankan Airlines is owned by the government of SriLankan Airlines, it has a high tendency to be affected by the changing political environment with the vision of the elected party. For an Example with the previous regime, the airline was looked at as an entity that would boost tourism in the country. In contrary the current government is looking at the airline as a business venture where profits is a must for the continuation of the business. The shift in vision/mission that results with the government change is also why certain management decisions are looked at as blunders made by the previous management.

All the losses incurred were borne by the government till the start of 2018. However, the government has discontinued funding of the airline as the airline is now being looked as a business venture. Many attempts were made by the government to sell shares of the airline to a private entity which failed with the current cash position of the company. However the management decision was to restructure the company in a way that the company will be turned around and could stand alone as a strong business venture. For the purpose of restructuring a team of consultants have been outsourced. Restructuring plan which was presented is to be implemented within the next two months. With many entrants coming into market, competition has driven the fares down where many airlines are finding it difficult to operate routes with a profit. Therefore SriLankan airlines is constantly in the search for leadership position markets where price leadership can be exercised.

Financial results for the 10 months ended 31st January 2020 recorded a negative EBITDA (Earnings Before Interest, Withholding Taxes, Depreciation and Amortization) of USD 0.5 million, against a negative EBITDA of USD 48 million for the same period in the previous year.

A 3% reduction was seen in passenger revenue while Cargo revenue was 5% below the same period last year. The total operating cost of the core airline stood at USD 925 million which was lower by 7% compared to the previous year.

The overall decline in Group Revenue against the previous year was USD 44 million. Decline in Revenue was mainly attributable to the decline in passenger arrivals and international airlines reducing operations to BIA post-Easter Sunday attacks. Capacity reduction of other airlines operating to Bandaranaike International Airport and the concessions on ground handling rates offered to other airlines had a significant negative impact on the Ground Handling revenue. However, decline in income was offset by the considerable reduction in operating expenditure of USD 77 million.

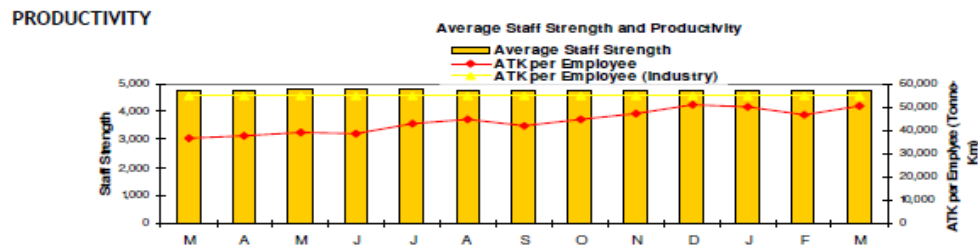
The Corona Virus outbreak has created unexpected new challenges on top of existing summons. The total impact for February and March 2020 to passenger revenue from this would be approximately USD 18 million. However in order to stick to our progression we need to stay optimistic at all times. The current Management expects a profitable turn-around in the next two to three years, with the steadfast aid of each member of staff. Despite the IATA predictions of the Asia Pacific region attaining success during this season, due to the unfortunate health risks, business has de-escalated with a 13% drop, and yet SriLankan is holding high comparing to Airlines such as Cathay Pacific Airlines, Singapore Airlines and Emirates.

As per the competitive position of SriLankan Airlines, 21% of the Passenger revenue recorded in the preceding year were from leadership position markets. However this figure is 8% below last year and a drop of 3% from the 21% is expected for next year if there is no change in the current structure. This suggests a declining trend in the market position of SriLankan Airlines where the airline is losing market share while losing the ability to exercise price leadership in markets favourable to the airline. Breakdown of the different competitive positions of SriLankan Airlines has been given in Annex 4

The competitive position of SriLankan Airlines is getting affected from both legacy carriers due to better “value for money” product and the low cost carriers due to competitive pricing in price sensitive markets such as the markets in Middle East and Indian Subcontinent regions. As per surveys done in the past, it had been found out that the main reason for air travel on SriLankan Airlines is due to it being the national carrier

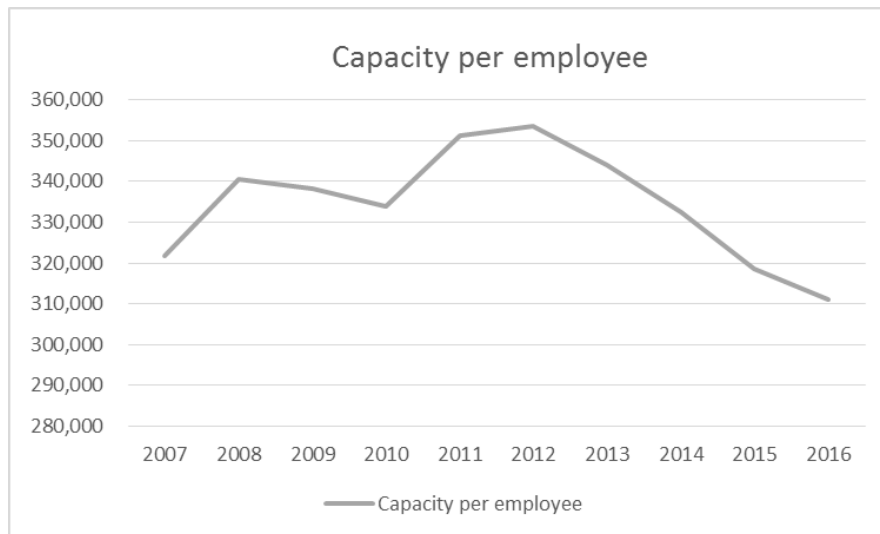
In terms of staff strength studies done revealed that with the number of Aircraft the airline has deployed, staff employed in the organization is relatively high when compared with other legacy airlines. In the operational areas, staff turnover is high. Therefore high recruitment cost is seen. Productivity of staff is lower than the industry average. Productivity of staff is depicted in the chart below. Capacity per employee seems to be dropping. This is due to the increase in employees without a significant increase in fleet or destinations

Figure 1. 1 Average Staff Strength and Productivity



Source: Document Control unit of SriLankan Airlines

Figure 1. 2 Capacity per employee



Source: Original research done by the author using the DDS system

1.2.3 Environment Overview

In this subtopic the researcher will be scanning the external factors that are affecting SriLankan Airlines in order to address the issues that should be considered when changing the culture of SriLankan Airlines. Though some of the areas explored are not directly involved with culture change, it will help the researcher to understand the working environment.

1.2.3.1 Political Aspects

Tourism in Sri Lanka was affected by the civil war which ended in 2007. With the war coming to an end, it was an era of opportunity for SriLankan Airlines. Sri Lanka is branded as one of the most preferred destinations to travel. In 2015 Colombo recorded a growth rate of 21.1% tourists and was named as the fastest growing tourist cities. This status was forecasted to be continued with the new developments such as port city, Ritz Carlton and the proposed shopping malls coming. The vision of the previous government was to expand

the airline in order to be able to grow tourism in Sri Lanka despite the losses of the long haul flights. Furthermore the fleet was increased and more aircraft were ordered in order to accommodate to the forecasted growth. However with the new government coming into place, the vision of the airline changed with the government where losses had to be reduced in order to sustain the business. The government no longer wants to bear the losses of the company and the company is to run as an individual entity. With this, the airline has to be restructured. A restructuring plan was done in the year 2017 and the implementation of the plan is underway and is set to be finalized this year. The main focus of the restructuring plan is to come up with an operational and a strategic structure that can improve the financial position of SriLankan Airlines while improving stability. The new budget is in favour of new foreign investments coming in, therefore a further boom in business traffic that gives a higher yield (business class travel) can be expected in the future.

1.2.3.2 Economic Aspect

From year 2016 to 2017 a decline in fuel price was seen where there was a downward trend in yield with the cost being reduced. However the fuel prices started picking up in the fourth quarter of 2017. Many airlines are still maintaining the yields at low levels as the fuel increases has not yet affected the airline due to fuel hedging. However airlines such as SriLankan Airlines is deeply affected with the current fuel rates to compete in the market with competitive fares as fuel hedging was not done. Following chart depicts the fuel price movement in the industry. Fuel price in March'18 shows an increase of 26% against the fuel price in the first quarter of the year.

Figure 1. 3 Industry Fuel Price Movement



Source: IATA annual report

In terms of the passenger numbers globally, as per the trend air travel is expected to increase. The following graph depicts the correlation between GDP and passenger travel. Accordingly, Air transport in Sri Lanka forecast to grow by 143% in the next 20 years where GDP is expected to be improved by \$19 billion while supporting 732,000 Jobs.

Figure 1. 4 Forecast of contribution of Air transport of Sri Lanka

		PASSENGERS	US \$ GDP	JOBS
2018		5.4 m	\$7.9 bn	703,442
2038	Current Trends	13 m	\$19.1 bn	732,339
	Upside	19.5 m	\$28.6 bn	1,115,663
	Downside	10.5 m	\$15.4 bn	584,988

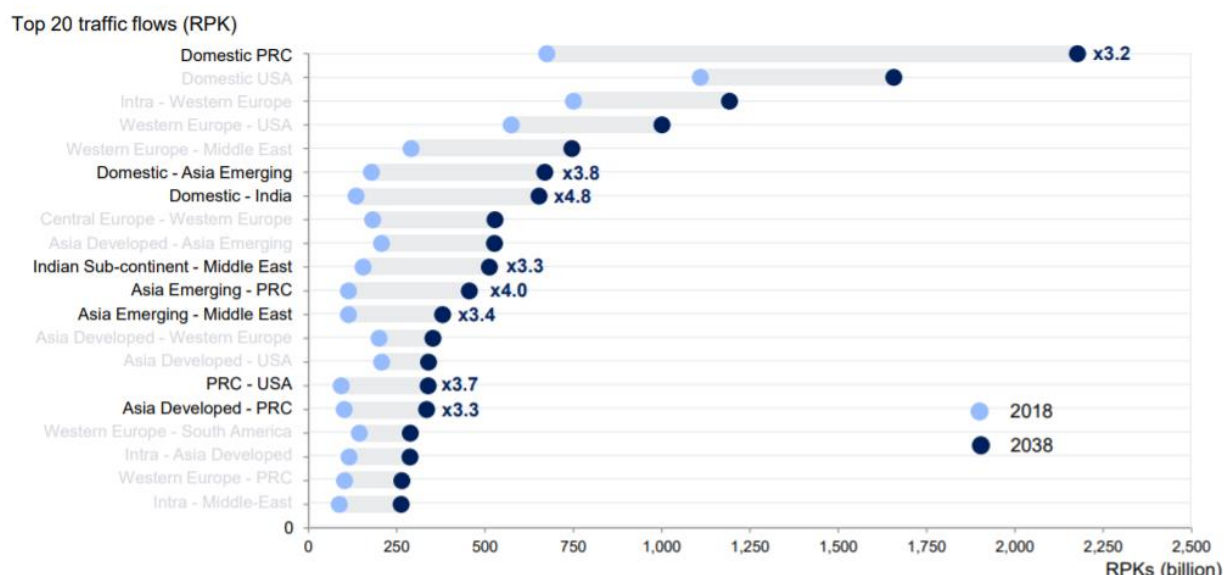
Source: IATA annual report

Continuous growth in air travel has been predicted by IATA. With the increase in growth, supply also is forecasted to be increased. Therefore if SriLankan airlines is to sustain market share, capacity and the fleet will have to be expanded and also the product will have to be improved.

1.2.3.3 Social Aspect

Demand for the airlines has increased over the years with the changing lifestyles of people and the reducing cost of air travel. A changing pattern in travel can be seen in the latest generations. With the evolvement of the different countries, certain regions had a clear growth in air travel. For an example travel from china has significantly increased over time to Sri Lanka. Also, Middle Eastern Labour traffic has reduced significantly in the past year due to negative social aspects such as abuses, social costs (increased rapes, drug addiction and child abuse of many houses of housemaids working in the Middle East) etc. Social factors will also determine the travel patterns of a country, for an example Chinese traffic is at its peak in the month of February as there is a trend in the country to travel as groups during the Chinese New Year. As per IATA, Breakdown of each region's projected growth in travel is as follows. There exists high growth percentage in the Asian region which is in favour for SriLankan Airlines.

Figure 1. 5 Region wise projected growth in travel



Source: *Airbus Global Market Forecast 2019-2038*

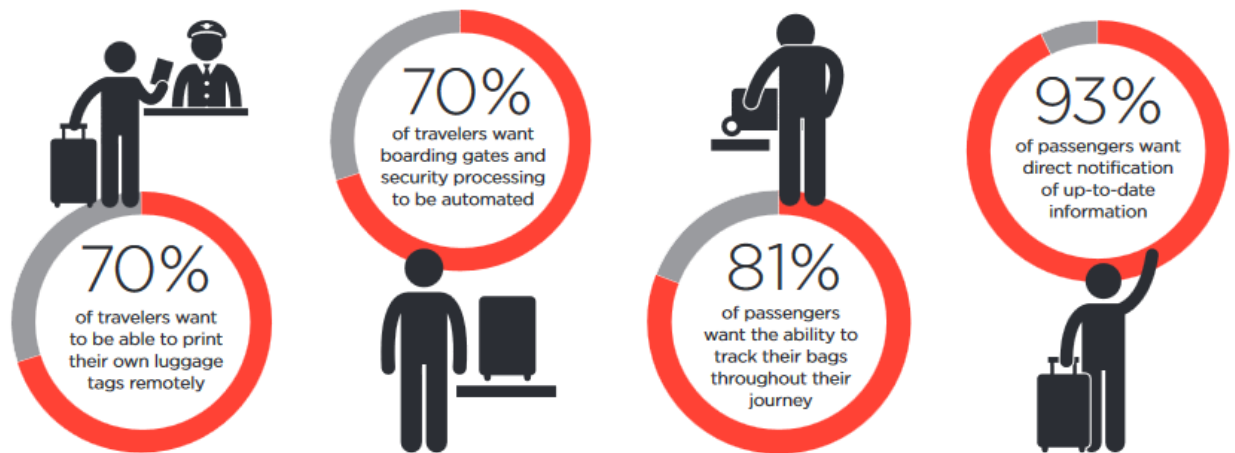
In terms of culture change there is a very high resistance that exists in SriLankan Airlines. This has been seen in the studies that had been done in the past. The human resource team is currently on a mission to change the resistance through introducing a culture which is less traditional with the introduction of casual Fridays and intra organization sports events.

1.2.3.4 Technological Aspect

With the development of technology many airlines have improved its services to the passenger in terms of providing a secure, comfort, reliable and convenient service to the passengers. In terms of adapting to the new technological advancements and optimizing it, there should be a culture which is adaptable and also a learning culture is necessary to sustain the adaptability. Technological advancement can improve the product while reducing cost from the latest technology. For an example increase of online sales can reduce overhead cost. In Sri Lanka there is a resistance in the usage of technology due to poor adaptability and security issues. With the improvement with technology the opportunities that comes with it should not be missed to ensure competitive edge.

An IATA Survey shows that passengers prefer self-service options. Certain airports have already implemented self-service portals.

Figure 1. 6 Passenger Requirements



Source: IATA annual report

1.2.3.5 Regulations (Environment and Legal) Aspect

In terms of labour law, Sri Lanka is strict. The laws which have been developed are more favourable towards the employees. The law has stipulated a minimum wage and maximum hours of work for employees. Also letting go of staff has many implications on the organization if not done in the way that is governed by the labour laws of Sri Lanka.

Furthermore SriLankan airline is governed by airline governing bodies such as IATA, ICAO and EASA, The rules laid by these governing bodies are to be followed if to have the license. In the airline industry having the license from afore mentioned regulatory bodies is very important as the one of the main aspects in the airline business is safety. The example of the downfall of Malaysian Airways is ideal to see that safety cannot be compromised in an airline.

As the flight generates significant noise pollution and air pollution, environment implications have to be taken into consideration. SriLankan Airlines has a dedicated department to look into minimal environment pollution. The main objective of the said department is to take necessary action to look into initiatives recommended by IATA and ICAO regulatory bodies. IATA has a program (IATA environmental assessment) that benchmarks environmental performance. This is a voluntary program for airlines where few have already joined. SriLankan Airlines is in stage one operators.

Figure 1. 7 Oneworld Alliance Members



Source: SriLankan Airlines Website

With the external environment changes, internal environment has to be conceited while being responsive to the market conditions. The organization will have to be a learning organization where there is readiness for change with minimal resistance in order to be responsive to the external changes.

1.2.4 Need for change

To ensure sustainability at SriLankan Airlines transformation is needed. For the past five years the financial situation of the organization has been a burden on the country. However to be able to adapt to technology and to be able to grow in the market the airline first will have to transform its culture in a way it will be reactive to market conditions while being ready for change. This aspect will be further researched in the study. With the airline business being a business that involves high cost, increased revenue through better management is critical for the sustainability of the business. Furthermore reduction of cost needs to be looked at through technology advancements. Reduction of cost in the organization is believed to be possible through better performance (further discussed in literature review). With the change in culture, there will be ownership feeling for every employee of SriLankan Airlines. Many airlines in the market are improving their products whilst ensuring a stable market position through innovation.

Leadership styles that are currently prevailing in the organization needs to be looked at in order to assess if the leadership styles are in line with the culture to improve employee performance. Therefore to sustain the business, SriLankan Airlines will have to look at the cultural and leadership aspects that are to be improved in order to improve employee performance which in turn will have an impact on the quality of the product as well as have a positive impact on cost savings.

1.3 Research Problem and Justification

Research problem will be identified through a gap analysis which will look at 3 types of gaps that can be seen in the selected subject for the research. The problem research will lead to a clear problem statement and will help the researcher to formulate appropriate research question.

1.3.1 Research Gap

Research gap is the topic or area of a research that has no established records or has insufficient information to arrive at a conclusion for a given question Uyangoda, (2011). Uyangoda stated that research gap identification allows a researcher to understand the missing areas when making a decision, thus creating a research need to improve the ability of decision-makers through research to make a decision. In this research the researcher will assess the research gap in 3 areas Theoretical gap, Literature gap and Practice gap. Identifying the research gap is an important part of the thesis as it will be the foundation for the research.

1.3.1.1 Theoretical Gap

When exploring organizational culture Denison cultural model was selected as the model used to inquire the culture at SriLankan Airlines. As per the model there are 4 factors that would influence organizational culture that are Involvement, Adaptability, Consistency and Mission (Denison, 1990) all of which are believed to have a significant impact on the organization culture. However this model has been tested only in developed city and the effect of all these elements are believed to be different with the geographical location of the organization and the industry as literature suggests that different cultures have to be changed through different processes (Wilkins, 1988). Therefore this can be identified as a theoretical gap.

Furthermore in the research the idea is to improve the performance of employees through changing of the culture and aligning the leadership styles. Therefore the direct effect of the cultural elements as well as the indirect effect of culture through the alignment of leadership styles are to be assessed in order to understand the total impact in the organization.

Leadership style has been one of the main grey areas identified for the current status of the organization. Therefore leadership style will be used as a mediator when assessing the relationship of organizational culture change with employee performance at SriLankan

Airlines. As per Pfeffer and Sutton (2000), leaders are critical when turning knowledge into action and if there is a gap in their ability to implement a given type of strategy due to leader's incompetency or ineffective leadership style, change is unlikely to occur. Therefore this gap will also be assessed in my study in order to align leadership at SriLankan Airlines with the implementation of a strategic culture.

1.3.1.2 Literature Gap

Looking at the literature it is clear that there is a relationship between the culture of an organization and the performance of the employees (Dubey et al.2017; Mgbere, 2009; Behery & Paton, 2008; Lok & Crawford, 2001; Kotter & Heskett, 1992; Denison, 1990; Deal & Kennedy, 1983; Deal & Kennedy, 1982; Peters & Waterman, 1982). In all these research done as per the observations made by the researcher, there consists a gap in literature on how the specific elements that would enhance culture change would affect the employee performance individually. When the effect of each factor is identified the researcher believed it could be useful in prioritizing the management implications from the research. Furthermore in most of these researchers the culture type was assessed against employee performance rather than the dimensions of culture and was thus seen as another gap in research.

In terms of the relationship between organization culture and leadership style, several previous studies have identified this relationship (Tojari et al., 2011; Schein, 2010; Block, 2003; Sharma and Sharma, 2010; Ogbonna and Harris, 2000). Though most of the literature highlights that the leadership affects the culture rather the contrary, this research will look at the effect of culture on leadership. This relationship has not been tested with the focus of employee performance in any study.

Accordingly there have been many studies testing how leadership styles affect employee performance (Schein, 2010) and the relationship between organization culture and employee performance (Cameron and Freeman, 1991; Quinn and Spreitzer, 1991; Denison, 1990) no research has been done to identify the effect of leadership style in the relationship between organization culture and employee performance in Asia. There are no studies done in the context of an airline assessing the leadership style as a mediator in the relationship between organization culture and employee performance (Hartnell, et al., 2011; Zheng, et al., 2010; Gregory et al. 2009; Yilmaz et al. 2005; Denison 1990) Indicating a need to assess the effect of leadership style on the relationship between organization

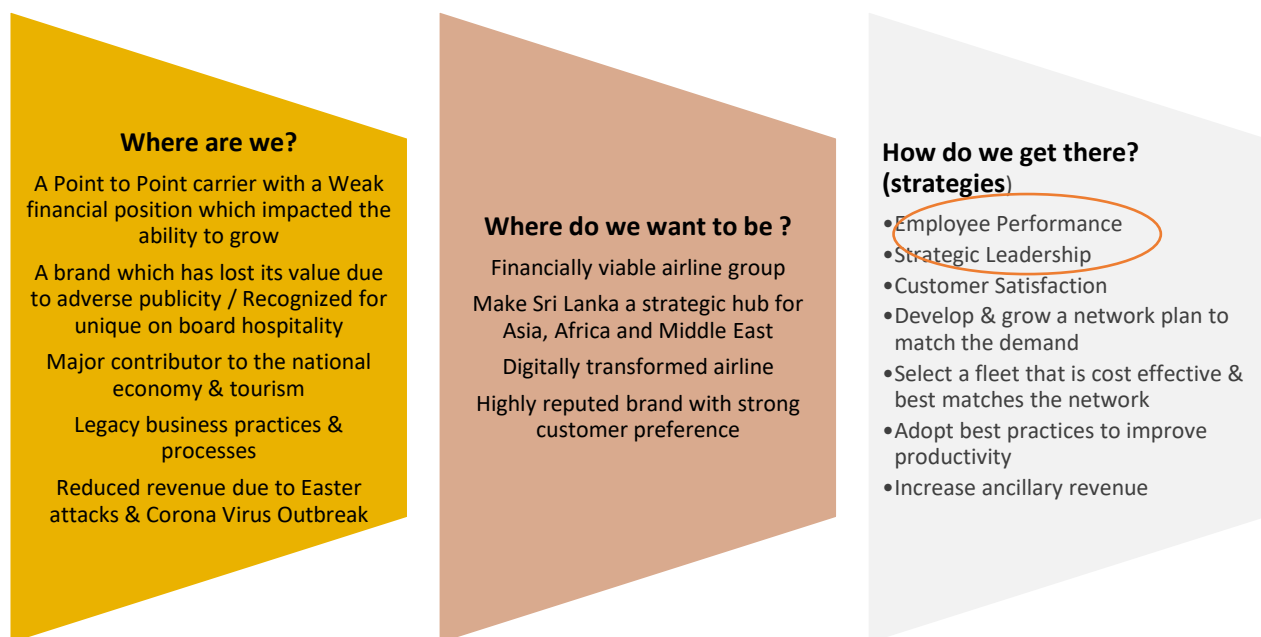
culture and employee performance (Tojari et al., 2011; Schimmoeller, 2010; Srite, and Karahanna, 2006; Parboteeah et al., 2005; Block, 2003).

As organizational culture is majorly dependent on geographical location and the organization type, it is necessary the literature being tested to bridge the gaps in literature based on organization of this nature (Hofstede, 1991). This is one of researcher's research questions that will attempt to start closing this gap when the effects of organizational culture in SriLankan Airlines are addressed. Generally, little research exists on the role of culture and values for employee performance in SriLankan Airlines.

1.3.1.4 Practice Gap

In identifying the practice gap the researcher has focused on the relationships that have been identified in the conceptual map. The practice gap has been evaluated in the introductory stage looking at the industry practices. This will be the foundation to the research in terms of the organization which will be identifying the gaps in organization in practice

Figure 1. 8 Organizational Gap Analysis.



Source: Original Research

Gap analysis of the culture will be done on the underlying aspects of the culture introduced by Johnsons and Scholes (1988). This model has been selected as it identifies the underlying factors of culture which will enable the researcher to identify the specific aspects.

Table 1. 1 Culture Gap Analysis

Element	Current Practice	Gap in Practice
Control Systems	Automated appraisal system which is disconnected from employee performance as the KPIs integrated will not be monitored and recognized Continuous complaints from customers Unions disrupting workflows Highly governed by contracts and certifications	The appraisal system is not connected to the rewards system and the KPIs are not measurable in many cases Financial Controls are not in place No formal business plan or a marketing plan with the main objectives of the organization
Symbols	Even middle management has secretaries Formal attire except for Fridays which has allowed staff to be in casual attire Highly benefitted staff of certain departments	Staff duplication and job complacency seen in many departments Staff stagnation is seen due to staff being in the same department for a long period of time
Organizational Structures	Horizontally disconnected structure Imbalance of hierarchy Organizational structure changes which is affected by political environment of the country	Open Management not implemented Structure of the organization is rigid High number of management levels which increases the power distance and the levels of communication Very low responsiveness to changes in the market
Stories	Blaming culture Gossip culture affecting leadership and the subordinates Employees always favouring and comparing with “how things used to be”, demotivated culture	“we know where we are going” culture Success stories are to be encouraged and talked about Ownership not build within the employees

Power Structure	High concentrated top management High power gap Heavily Unionized Organization	Employee Empowerment to be identified as an important aspect of the organization Devolved Responsibility MMT (Middle level Management Team) meetings not held.
Ritual and Routines	No proper recognition of work Blame culture Governed by presidential commission	Success to be celebrated and recognized Appraisal system to be connected to rewards Open office strategy not in place Good communication skills to be empowered Accountability in management and staff in any level to be enhanced
Leadership	Inconsistency in leadership because of political appointments Laissez-faire leadership style seen in top management	Preferred leadership style to be seen in the top management to improve employee performance

1.3.2 Problem Statement

This research focuses on Organization Culture for improvement in employee performance considering leadership style as a mediator.

Organization culture of SriLankan Airlines will be assessed as the organization is in a critical state and needs to change in order to come out from the debt situation which is a national issue at the moment while improving the product offered to the passenger. Preliminary research done, suggested that a culture alignment is vital for the organization in order for the strategies placed for restructuring of the company to work.

The above analysis done on identifying the theoretical gap, literature gap and practice gap justifies the problems prevailing in the context of the research topic laying a foundation for the research. Therefore when looking into the theories and literature prevailing of Organizational Culture change there were gaps which suggested research to be done in the context of SriLankan airlines in terms of employee performance mostly due to absence of research done in the context of an airline in a developing country such as Sri Lanka.

The National Airline is currently undergoing many changes that includes structural changes, therefore researcher believes that culture change impacted from each change can be researched through a mixed method where both quantitative and qualitative approach will be adopted.

1.4 Research Objectives and Aims

In order to bridge the above identified gaps the researcher has come up with the following research objectives:

1. To assess the strength of the current culture of SriLankan Airlines.
2. To evaluate the critical factors of Organization culture that will contribute towards employee performance in the context of Airline industry in Sri Lanka and assess the significance of each factor contributing employee performance
3. To analyse the employee performance of SriLankan Airlines
4. To examine the direct relationship of Organization culture and leadership styles
5. To assess the direct relationship between leadership style and employee performance.
6. To examine the role of Leadership style on the relationship between organizational culture and employee performance while identifying the preferred leadership style.
7. To recommend a conceptual framework for SriLankan Airlines to improve employee performance by changing the organization culture and leadership styles.

1.5 Research Questions

Aims and objectives mentioned will be driven through the following research questions. In this subchapter the researcher will identify what needs to be found out from the empirical investigation. The literature review will be the base for understanding of the gaps in the subject in the context of SriLankan Airlines. As stated in the introductory chapter, this research is will be studying the effect of organizational culture on employee performance , the impact of organizational culture on leadership and the impact of Leadership on employee performance in the context of SriLankan Airlines. The operationalization of all identified variable will be looked at in this section where the central focus in the justification of research methodology will be based on the research questions identified in the first chapter. Both Organizational culture and leadership are measured with the aggregated perception of individual which is collected using responses of a selected sample as proxies.

In the case of Organizational culture individuals will be asked to describe the culture of the organization which they work in. In the culture survey staff will be asked questions which will get their view for identified aspects of an organization with questions such as “Employees need more than a year to be comfortable in the job role in this organization”, (Hofstede, 1990) and “The organization encourage innovative ideas”, (de Cock et al ,1984). In the leadership survey the employees will be questioned on the leadership on several criteria identified by the researcher with questions such as “the employees are made aware of what’s expected from the employee by the leaders”, “The leader is approachable and friendly”, (Syroit, 1979), “The leader make a positive influence on the employees”, (Bass, 1989). When it comes to operationalizing organizational culture two issues are to be assessed. First the empirical operationalization of corporate culture in the context of quantitative research is to be considered. Therefore clarity of the concept of organizational culture has to be improved in terms of quantitative research. Many quantitative researches done in the past focuses on organizational climate rather than the culture, where measurements of climate has been interchangeably used for measuring organization culture (Gordon and Ditomaso, 1992), However later studies used the measurement instruments that were used to measure organization culture specifically (O’Reilly et al, 1991; Hofstede et al, 1990). Study done by Chatman and Jehn (1994) indicated that the culture of organizations within the same industry is much more homogeneous. Furthermore it was contended that the impact of each element of culture maybe different from different organizations to industries (Hofstede et al, 1990). It is therefore important to see the impact of each element within organizations when using the current models that have been established such as Denison model. Analysis of each dimension of organization culture is deemed important to gain a competitive advantage over the competitors. Therefore the first two research questions would be

1. Does SriLankan Airlines have a strong culture?
2. Where are organizational cultural interventions required to establish employee performance at SriLankan Airlines?
3. What is the level of employee performance levels currently seen in the organization?

When it comes to leadership the relationship between leadership style and organizational culture is important as per the literature review. The three leadership styles identified in the literature review chapter will be assessed as per each element of organization culture

and the impact of the leadership styles on employee performance will be looked at. The empirical research has found that the dimensions of organizational culture has an impact on leadership style and the employee performance in an organization. With the use of the established measurement instruments it seems that the assessing of the impact of leadership style on corporate culture and employee performance is deemed necessary.

4. What is the effect of Organization culture on leadership styles?
5. Does leadership style have a direct impact on employee performance?
6. What is the effect of Leadership style on the relationship between organizational culture and employee performance? And what is the preferred leadership style?

In our literature review a gap that was identified was the lack of studies investigating in the impact of organizational context on organization culture, especially with the focus of improving employee performance. Past studies have contended a relationship between the dimensions of organization with leadership and employee performance. Furthermore a few of the studies contended that there is a correlation between organization culture and future performance of employees suggesting that there is a causal relationship of organization culture improving employee performance. However most of the studies have studied the relationship of organizational culture and employee performance on a few aspects of employee performance. Therefore it was deemed important to compare the impact of different aspects of culture on a variety of employee performance measures. Similarly many studies have contended that leadership style is correlated to employee performance but studies of leadership style on each of the dimensions of employee performance has not been done in many studies. Furthermore the impact of culture, employee performance and leadership style will be assessed in this study taking the studies that have already been conducted.

7. To what extent does the conceptual framework require changes for SriLankan Airlines to improve employee performance by changing the organization culture and leadership styles?

1.6 Significance of the study

1.6.1 Contribution to theory

One of the main objectives of this study is to add value to the existing literature on organizational culture focusing on employee performance. The study will examine extensively how culture of an organization can improve the employee performance in the context of SriLankan Airlines. The study will contribute to the organizational culture change in SriLankan Airlines. This is a significant contribution as many of the studies that have already been done were done based on developed countries. For this purpose the logical question to be asked is “to what extent does culture of an organization play in employee performance”. Furthermore this study will also assess the importance of each element of Denison culture model for culture alignment in SriLankan Airlines for better employee performance. While looking at the variables introduced by Denison, the research will also look at indirect effects on this relationship such as the leadership styles. Many researches that has been done in the past has analysed the impact of different types of culture on employee performance whereas this study will look at the factors of culture that are focused on employee performance. Another significance of the study in a theoretical context will be the evaluation of the mediation of leadership styles in the relationship of organization culture and employee performance. This will include the study of the indirect impact of leadership styles on the relationship between organization culture and employee performance. Most of the models of culture (Zakaria, 1997; Tayeb, 1994; Hofstede, 1991; Denison, 1990; Aldrich and Marsden, 1988; Johnsons and Scholes, 1988) has considered culture in isolation. Effect of each of the leadership styles on the relationship between organization culture and employee performance will also be assessed individually which will also contribute to the literature.

1.6.2 Contribution to practice

The findings of the study can be used by management of SriLankan Airlines for its revamping project and will also be useful for the government of Sri Lanka (owner) when strategizing. The study’s finding on how culture and values that creates culture can affect employees’ performance at work is believed to enrich the senior management thinking on how to improve the image of the company through the improvement in company’s culture and the employee values. The study is also expected to contribute to the effective leadership styles in SriLankan Airlines. Furthermore the study is believed to identify the root cause for employee performance issues in terms of culture and leadership style at

SriLankan Airlines whilst finding a solution. The findings of the study will contribute to the management as it will guide the management with the aspects that will have to be looked at in order to improve employee performance at SriLankan Airlines. This research is significant for SriLankan Airlines in which an objective assessment will be done focusing on organizational culture analysis the preferred performance versus the current performance of the employees. The results of this is believed to bring significant improvements mainly with the product given that it's a service oriented organization.

1.7 Overview of methodology

As the research is people based, three research philosophies were taken into consideration. Positivism, constructivism and critical theory, out of which positivism will be used in this study with a deductive approach. The suitability of positivism for organizational behavioural studies have further been suggested by studies of Aguinis et al. (2009). Survey method will be used in this study where the main study will adapt a quantitative approach while qualitative approach will be used to validate the results obtained from the questionnaire and to justify the managerial implications

Data collection for quantitative analysis will be through online survey and SPSS (descriptive statistics) and SMART PLS (Structural Equation Modelling) software will be used to process and analyse data. Exploratory field work has been undertaken and this has led to an understanding of the effective methodology to be used for a successful study on SriLankan Airlines. Accuracy of the questionnaires used in the survey will be tested through the pilot study and the initial interviews and feedback.

In designing the sample, stratified sampling will be used. Currently SriLankan Airlines have employed over 7000 employees. The target population are the current employees at SriLankan airlines that satisfies the criteria of being a permanent employees who have completed 6 months of work experience at SriLankan airlines and a permanent employees above grade 6 (grade 6 and above employees are involved in decision making. Employees that satisfies the criteria comes to a total of 1292 employees. That will be the population for the research. In determining the sample size Cochran's Formulae (1977) has been used. Cochran's formulae suggests a sample size of 298 (95% confidence level and 5% standard error). However the sample size was readjusted with the response rate to arrive at the corrected minimum sample needed for an accurate research. Therefore with a response

rate of 55% (from past research at SriLankan Airlines) the questionnaire distribution target was a minimum 540.

Denison organizational cultural survey (2009) will be used to collect cultural aspect data while Leadership Styles Questionnaire from the book Introduction to Leadership by P.G. Northouse was used for the research. Likert type scales were mostly used in the Likert scale, respondents will be offered 5 pre-coded responses.

Two methods will be used for data analysis. First method is descriptive analysis where the data in the questionnaires (primary data) were used to describe the nature of the respondents (Kumar, Aaker et al – 1995) This will measure the frequency distribution, mean mode etc. that would measure the central tendency (Malhotra et al 2006). The second method, inferential analysis was used to evaluate relationship in the responses. Furthermore Structural Equation Modelling will also be used in order to confirm the relationships between the constructs.

1.8 Limitations of the study

This chapter will be discussing the limitations in the study. First limitation is the bias sample selection for the interview process. When considering the time consumed to conduct an interview and the target sample for the interview being the head level and above in the hierarchy, the researcher could interview the employees that the researcher knows personally. Due to this limitation the interviewing step of the study was conducted as a step to gather more information on the findings and to validate the findings of the survey.

As the sampling was done based on specific set of criteria (decision makers who were considered to be above grade 6), the results will be limited to the culture that is existent in the higher level of the hierarchy. The reason for this sort of sampling was as the researcher believed that the assessing of the culture of the employees who are involved in the decision making had a higher impact and also because they would be able to understand the questions presented in the survey more in line with the real situation of the company and thus would increase the accuracy of the responses.

There also exist a limitation which arises in survey questionnaire as it could include common method bias which has been reported in some studies done in the past (Balu, 1985). However this has been somewhat reduced with the interviews held on the subject.

Another limitation that exist with the questionnaire conducted is that the study used a questionnaire that administered to employees (or in this case respondents) at a single point of time. Therefore it will be difficult to identify the causality of cross sectional data.

Third limitation is that this research covers only the airline sector of Sri Lanka which could also be used in the service sector for some extent. However as the culture is found to be unique to the national culture, the findings will only be applicable to SriLankan airlines and some service oriented businesses in Sri Lanka.

Time is a limiting factor in doing the research. However time is to be managed in order to gather sufficient information from SriLankan Airlines employees. In order to manage time, a detailed schedule was developed ensuring the appropriate use of time.

1.9 Overview of Chapters

The thesis has been presented into 5 chapters as stated below

Chapter 1 – This chapter provides an introduction of the study which entails a description of the context of the study which is SriLankan Airlines. The background analysis is later used to arrive at a theoretical framework for improving organization culture to improve performance of SriLankan Airlines.

Chapter 2 – This chapter will entail a critical literature review in terms of the research subjects to assess the findings of the previous research and to assess the relationships within the constructs. Literature review will assess the literature on Organizational culture and the published models on the culture. It will further explore the different aspects of organization culture. In the review of theoretical aspects of leadership style, different classifications will be looked at in order to select the best classification for the study. Employee performance and factors affecting employee performance was looked at in order to identify the areas that are not being looked at in the study in terms of employee performance as the study is focused on aligning the culture and leadership style to enable improved employee performance. Thereafter a gap analysis will be done on the literature available in order to understand the required information that needs to be gathered for this study and to identify the contribution in terms of theory to the field. The gap analysis will be conducted in relation to the objectives of the study.

Chapter 3 – Methodology chapter will report the design of the research after carefully analysing the available tools and the requirement of the study. Literature review performed in the previous chapter will be used for to come up with the conceptual framework for the study as the literature will help the researcher to understand the antecedents of the constructs and the relationship between constructs. Therefore the conceptual framework for this study suggests a relationship between organization culture and employee performance which will be mediated by leadership style. The theoretical framework will be followed by the hypothesis proposed to be tested in order to arrive at solutions for the research questions.

Having discussed the conceptual framework and the hypothesis, methodology chapter will then look at research design which will describe and justify the tools and methodology used in the research. Initial analysis done in the introductory chapter will be reviewed to understand the context of the study followed by a study of the existing literature on research methods. Data collection for the study will also be discussed in this chapter while an analysis of sampling techniques, administration of the survey, data collection design and data analysis methods and techniques will be discussed.

Chapter 4 – This chapter will entail a description of the data analysis of the research model presented in chapter 3. The main objective of this chapter is to present the statistical analysis of the data collected through the questionnaire as well as thematic analysis of the data collected through interviews conducted. The main study analysis has been presented in the study using SPSS and SMART PLS software which has allowed the researcher to assess the relationships through descriptive statistics as well as structural equation modelling.

Chapter 5 – This chapter includes a discussion of the findings the statistical analysis conducted on the data collected. The tested hypothesis will be presented and the research questions will be covered based on the analysis of the data. The findings will be compared with the previous literature to understand the variation of the findings of this study as opposed to the previous studies. Furthermore previous study literature will be used in order to justify some of the other studies as well.

Chapter 6 - This chapter includes a discussion on the implications and recommendations arrived for SriLankan Airlines through the statistical analysis conducted on the data collected. Findings discussed in the previous chapter will be translated to 3 types of implications such as theoretical implications, practical/ managerial implications and

methodological implications. Finally the researcher will be presenting the research novelty and room for future study in order to suggest the improvements that other studies can adopt for the future research.

CHAPTER 2 – LITERATURE REVIEW

2.1 Introduction

This chapter consists of the literature done on the subject matter. The chapter will include syntheses of the literature on Organizational Culture in terms of employee performance. The focus of Literature review will be to justify and construct relationship in order to develop a framework that will be tested for SriLankan Airlines assessment of culture and alignment of leadership styles to improve performance of employees. Organizational culture will be looked at in terms of the current state. This exploratory study on literature of organizational culture will be done with the purpose of providing management with successful strategy to establish an effective culture at SriLankan Airlines that will improve performance. Theories will be discussed and assessed in terms of the current context of the study. This part of the study will explore the originality of the study as well as the existing research that has been done in terms of the area of study and to avoid duplication of work done.

The underpinning research will be the research done by Denison (1996) on the cultural model and thus the influence factors will be critically looked at while looking at the different theories on leadership styles. The studies done on culture by other researches in order to construct the best suited framework to be tested in the study.

2.2 Corporate Culture

2.2.1 Culture

Culture can be described as the beliefs that will be the result of norms that are shaped of behaviour and will govern how things are done. Hofstede (2001) states that the culture determines how a behaviour of one group will differ to another, where as other studies define it as a system with shared values (Deshpande and Webster 1989). It is deemed to understand the prevailing culture as it would provide leaders with an insight on how a group of members are willing to change that would suggest an assessment to take place on culture in order to understand the root cause of a problem that is risen. Burke (1994) emphasizes that the events that are happening in an organization are influenced by culture.

Culture can be unique and can bring competitive advantage as it is difficult to imitate. The importance of the culture prevailing in an organization is that it will create opportunities (Blake and Laurence 1989). In Mckenzie paper written on how culture can be a competitive advantage for an organization, it suggests that culture results in great people, superior

processes, unique investment philosophy, work ethic, creativity, independence owner mentality, innovative culture and trustworthy people with work experience (Jim Ware, Jim Dethmer, 2009).

2.2.2 Organizational Culture

Organizational culture are the norms and beliefs held by employees in an organization and will be a main contributor to the work setting (Schneider et al, 2013). Schein (1992) referred to culture as a pattern on many assumptions that are held in an organization when working together. Many definitions have been presented on organizational culture. Despite of minor variances seen in the variations the interpretation of many researches is that Organizational culture is the common assumptions, values and behaviour that governs how work is done in an organization (Cameron & Quinn, 2011; Hofstede, 1998; Alvesson, 1990, Schein 1992; Kissack & Callahan, 2009; Barney, 1986; 2006; Rainey, 2009 and Senge, 2006). Trompenaars (1993) states that organizational culture will affects the beliefs and attitudes in rewarding, assessing, organizing and processing when dealing with the adaptation with the external environment and integrating the same with the internal environment.

These assumptions that are formed is believed to be shared with new employees joining the organization (Louis, 1980). The behaviour of the employees will be adapted as per the norms that the employees experience, therefore the culture will directly impact organization performance. The interaction of each employee with the stakeholders of an organization will be determined by organizational culture (Simoneaux and Stroud, 2014). Culture can differ from each geographical location to each industry. As per Hofstede (1991) Organization's culture will be affected and by the host country of the Organization. Therefore it suggests that the SriLankan culture will be reflected in how work is done at SriLankan Airlines.

Organizational culture is used as differentiating factor of a company from the other companies of the industry (Weber & Tarba, 2012) This differentiation factor that has an impact on internal organization is a factor that will give competitive advantage to a company over the rest and will result in improved performance of an Organization (Barney, 1986). Studies done has shown that culture expresses internal environment of a company and reflects the assumptions held with the managers and employees (Avcan et al, 1999). For an example if we take the airline industry different airline is known for its difference in product, may it be friendly service, innovative product, competitive pricing to convenient

service. Each culture provides the airline with a competitive edge. In a study done in 2006, it was found that SriLankan Airlines was preferred by the passengers over the other airlines due to the warmth SriLankan service provided. This aspect was something that other competitors couldn't compete with because the SriLankan culture was unique and came with the culture in the country.

2.2.3 Organisational Culture and Organisational Climate

In assessing the difference between organization culture and climate, the impact of internal and external environment on the organization is to be identified. The internal environment of an organization takes into consideration factors such as customer satisfaction, employee satisfaction, employee engagement etc which could have a significant impact on the performance of the organization. The belief is that the internal culture may change from varying national culture of the employees or the organization. Likewise employees from high uncertainty environments are reluctant to take risks compared to employees with back grounds with low uncertainty levels. As a result of this, the organizational culture will be formed. Furthermore, employees coming from a background with high power distance are more leaned towards a hierarchical culture with authoritarian leadership style and on contrary to the employees from a low power distance background preferring a democratic and a more participative culture. The external environment plays a significant role in the culture of the organization in a way where even a person who comes from a low uncertainty background will be forced to take risks and to be innovate at a time when the economical setting becomes unfavourable in order to survive and sustain.

At the outset of the appearance of organizational culture in organization literature, Denison (1996) suggested the difference between organization climate and culture. It was noted that in order to understand culture we need to know what culture is not (Schwartz and Davis, 1981). Organizational climate can be defined a set of attributes of the organization which can be measured using variety of methods and are still seen as the main effects (James and Jones, 1974). Organization culture on the other hand are the shared beliefs, assumptions and values among a set of employees that acts as a glue that holds a company together which may act as an attribute which encourages employees to commit to the organization to achieve the organizational goals and objectives (Van den Berg and Wilderson, 2004). It was also claimed that while studies on organizational culture is mainly done using qualitative studies, organizational climate studies are taking a quantitative approach (Denison, 1996). He also stated that culture studies were concerned of an effect

that have had an impact on a social system over a period of time whereas organization climate was less concerned with the time lines of the effect but is concerned with the impact of the effect climate has on an individual or a group of individuals.

Denison (1996) claims that there are similarities between organizational culture and climate, by defining organizational culture as a shared paradigm in the organization whereas organizational climate has been understood as employees' perception of procedures and practices adopted in the organization. Furthermore in terms of similarities, both organizational culture and climate look at the internal environment which includes social and psychological aspects as collective and holistic context. Thereby it can be claimed that there are many similarities between culture and climate.

Furthermore, it was later reported by Denison (1996) that the difference between climate and culture could be ignored in more recent studies as the most disguising feature of the two aspects is that climate is appropriate to evaluate the current state while culture can be used to assess work behaviour.

2.2.4 Evolution of Organizational Culture

The first study on culture in a business context was done by Jaques in 1951, the study was based on the manufacturing industry. Subsequent to which a study was done by Peters and Waterman on the characteristics of high performing companies based on its culture. Profiling was done on 46 performing companies based on culture. The importance of organizational culture was identified by many studies as a significant element in organization's success. The importance of organizational culture for organizations performance was addressed by Schein (1985) by dividing the culture of an organization into 3 parts; Assumptions, Artefacts and Values

Furthermore a study done by Kotter and Heskett (1992) showed a strong correlation between organizational culture and the business performance. Similarly to the above three seminal work on organizational culture further studies were carried out in different contexts. Organizational behaviour was included in the theories that were conducted particularly with disciplines like anthropology, sociology and social psychology to further understand the human aspect of the theories (Denison, 1990). Furthermore in a study done by Sharma in 2013 it was shown that organization culture was an essential ingredient of organizational performance and also was a source of sustainable competitive advantage. This was further proved by studies done by Kohtamaki et al (2016) and Childress (2013)

2.2.5 Perspectives of Organizational Culture

In identifying the cultural perspectives, two categories were found by Knights and Willmott (2010). These are objectivist or interpretivist. Culture can be looked at in any perspective based on the epistemological approach. The contrast in the two approaches have been a key debate point in the area of culture by number of researchers and academics (Alvesson, 1993; Senior, 2002; Seng et al., 2009). The objectivists perceive culture as an independent variable where culture is used as a characteristic in a model placed alongside other elements such as structure, technology or the environment of an organization (Senior, 2002). Similarly it suggests that the culture is an element of an organization that can be changed to achieve a specified output. Therefore this way of looking at culture suggests that it can be used as a management tool to ensure employees directing their attention to the goal of the organization as per Knights and Willmott (2010). Alvesson (2002) suggests that the measuring of culture objectively involves gathering data on how people relate to a specific value.

In contrast the interpretivists suggest culture to be the dependent variable where it says that culture is not something an organization has but something that the organization is (Pacanowsky and O'Donnell-Trujillo, 1982). Maull et al (2001) further emphasise culture as a dependent variable as they espouse that the culture is what the organization itself produces. Therefore in the case of changing of an organization's culture, it is deemed necessary to identify the members and their understanding of what the culture of the organization should be.

2.2.6 Culture as an Independent and a Dependent variable

Culture of an organization can be taken as both an independent and a dependent variable. Smircich (1983) suggests that in management studies culture is often used as a background factor which influences the processes of an organization. This is further justified by the studies done by Meek (1988) which suggests that the effects of culture of an organization can be transferred from a single person to the entire organization as a whole, therefore culture can be identified as a force towards social integration. In this light culture can be used as a powerful tool in management in formulating business strategy, Senior (2002). On the contrary Fincham and Rhodes (2005) suggests that organizational culture is a dependent variable where it is rarely planned or predictable. Instead he suggests that the organizational culture is developed over time and is an element of an organization which is evolved over time and through events. Research on the perspective of culture has been

based on the framework of systems theory and has been tested against many variables that are considered as necessary for a sustainability of an organization. Therefore to discover the culture of an organization it needs critical analysis (Mohan, 1993). Perspective of culture as a dependent variable is closer to the original perspective of culture (Knights and Wilmott, 2010). Furthermore Knight and Wilmot (2010) also suggest that the creation of culture has no impact from the leadership of an organization.

Smircich (1983) suggests that the debate between the culture as an independent variable or dependant variable will be attributed to the two main foundations of the culture of an organization which are Sociological and anthropological. Cameron and Quinn (2011) in his study has identified culture of an organization to be more towards sociological perspective. Finchem and Rhodes (2005) further justifies this statin that though culture was originally looked at as anthropological terms which suggests that the culture is formed through the customs of a society, it was later identified that culture can be changed by changing the situations. Therefore culture can be looked at as both an independent and a dependant variable.

In this study culture will be looked at as an element that will improve employee performance at SriLankan Airlines. The cultural components that will be contributing to improved employee performance will be investigated. Furthermore the mediating effect of leadership will also be looked into.

2.2.7 Classification of Organizational Culture

Organization culture has been defined in many different ways by different authors. At this point of the research the definition that will be used will be explored. Organizational culture will be looked at in terms of the differing component and facets defined in the works of various researchers. The work done by Schein (1980, 1992), Hofstede (2003), Deal & Kennedy (1982, 2000) and Handy's (1993) work. Though the work differs from one another, the common characteristic that is shows in all the models is that culture is not homogenous where one organization could have more than one type pf culture. Williamson (1993) states that an organization may have sub cultures which will have different views, thus it could lead to conflicts. Handy (1993) further explained that an employee who may fit within the organization of a particular culture may not fit in a different culture, which suggests that the employees performance would have a correlation ship with the culture of an organization. Importance of the fit of individual-organization relevance is seen here

especially in terms of the structure-agency approach. Knowing and identifying the individual organization gap helps in determining how a possible out could be brought in adjusting the culture. In many of the studies done on corporate culture, it is defined as a mixture of values, structures, beliefs, symbols, ideologies, myths and in an assortment of artefacts such as rituals, rites, customs, language, metaphors etc as mentioned above.

Studies done by Allaire (1984) and Handy (1993) define Organization Culture in four types. First type is Power Culture where a single source carries the power of the organization and is spread throughout. Dominance of one or a small number of employees are seen in this type of organization. In these kind of organizations only a few rules and regulations are there and often are changed according to those holding power. Employees in this culture are ranked performance based not on the base of how the job is done. Though a power culture may sometimes be toxic, it is usually considered as a strong culture. Decisions made in a power culture are mostly short term base due to swift decision making and also the effectiveness of this type of culture is mostly seen in smaller companies because the more complex the organization is the less effective it has been seen to be. Handy has identified that the power is concentrated in the middle and the closer to the middle more the power is. Secondly, Role Culture was identified which has many rules which the employees abide by. Power is spread within the organization and the power distribution will be based on the hierarchy where people in higher positions would have higher power. Autocratic leadership is seen in Power culture. The efficiency of this type of culture lies in the effective job assignment rather than the competency of each individual. This culture would be ideal for organizations where the product's lifecycle is long and organizations which are competing in markets that are stable and predictable as decision making can take a long time in these cultures. Task Culture is the third type identified where power lies based on the expertise rather than the position. These cultures are usually seen in project based companies. Decision making is often quick and there is a lot of team work seen in this culture. This type of culture is suitable where the market is competitive and the product has short lifecycles. Control is with the senior managers and the motivation of staff lies within the way the team is controlled. Finally, Person Culture where the power is distributed among each employee where individuals decide on their work. This form of culture is rare and will work only in certain situations where there is no shared vision or end goal. Places like universities can adopt this method in some areas and consultancy firms also could have this form of culture.

Schein (1985, 1992) has classified the organizational culture in three aspects, namely underlying assumptions, artefacts and Espoused Values. Underlying Assumptions are the common perceptions, thoughts and feelings that are common with the personnel in the organization. Artefacts are the visible elements/ Physical attributes in an organizations work structure such as layout, processes, organizational structures etc. Whereas espoused values include business strategy and beliefs of the organization. This also includes objectives and strategies of the organization (cited in Williams et al., 1993)

The model of Hofstede (2003, 1982) has identified five different dimensions of culture. First dimension was power Distance where different hierarchical levels that are in an organization are considered. Power distance can be derived as the unequal distribution of power in the organization that is usually accepted by the employees that are less powerful of an organization. Communicational gaps can also be a result of high power distance. Another way of classifying culture is as per the uncertainty avoidance which considers the degree to which the management/ employees of an organization is willing to take risks. This aspect can also be highly dependent on the financial situation of an organization. It also is highly dependent of the culture within organization. Thirdly Individualism vs Collectivism assess the degree to which the employees work individually or as teams. Fourthly masculinity versus femininity will evaluate the culture as per the ratio of the different genders and the emotional roles between genders. Lastly long term vs short term orientation of the organization where the degree to which the organization's employees accept the late gratification of the employee's needs such as emotional, material and social needs is considered.

In identifying 'General Cultural Types' Deal and Kennedy (2000) named 4 types which includes 'Touch Guy Macho Culture' where the culture of the organization is more towards taking risks, in these cultures either the organization will swim with high returns or sink with low/negative returns. The second culture types is 'Work hard- Play Hard' which is a culture where team efforts are seen at its best in order to achieve shared goals. Effort, team persistence and mutual support is seen in organization with work hard- play hard culture. 'Bet your company' culture is where the culture is based on exploration and collaboration with long term period goals, in such organizations results of work done is expected to take a long term to materialize. The last type is 'Process Culture' which is a culture that is based on focus and procedures on avoiding mistakes rather than being objective oriented. These organizations have a risk averse culture.

The above mentioned types of cultures have identified the different cultures as per the relationship between the individuals with the organization. The individual has been identified based on the attitude, behaviour and competencies mainly. The relationship identified by the different types of culture can also be affected by the external environment. Williamson (1993) has argued that organization is never about just having one type of culture, thus many types can be seen in one organization. He has also added the type of organization prevalent in the organization may depend on the nature of the business of the organization, goals, rules and regulations, policies, types of employees within the organization and the structures. Willcoxson et al (2000) states that many subcultures may exist in one organization arising from factors such as status, affiliations, divisional and social interactions. Work done by Smircich (1983) and Alevesson (1993) states that there has not been sufficient literature on subcultures of an organization and that many literature fails to identify existing subcultures within an organization. The researchers also states that subcultures cannot be forgotten and that measures are to be taken to address the overlapping of cultures.

Table 2. 1 Analysis of SriLankan Airlines Culture

Following table depicts an analysis of organization culture of SriLankan Airlines as per some of the developed theories in order to understand the different aspects of culture of SriLankan Airlines.

Model	Note	Classification of Culture	SriLankan Airlines
Hofstede's model of organization culture (1984)	Proposed that national and regional factors contribute to the culture of the organization and eventually influence the behaviour of employees in the organization.	Power Distance, Masculinity vs Feminist, Individualism , Uncertainty avoidance index, Long term orientation	High power distance, Male dominant culture, significant level of Individualism, Not ready for unusual situations, Long term relationship created with the employees

Fons Trompenaars and the Four Corporate Cultures (1993)	culture of a company includes the models and standards that influence how employees act, and the organisation's cultural setting is reflected by the corporate culture that a company adopts	The family culture, The Eiffel Tower, The guided missile, The incubator	SriLankan Airlines has a family structure where promotions are given according to seniority, therefore employees have a long term relationship with the organization and will be resistant to change
Deal and Kennedy's Four Generic Cultural Types (2000)	organisations with the essential positive characteristics of all four types and shape them up in a manner that guarantees top performance	Tough guy, Work hard play hard culture, bet your company and process culture	Process culture where organization takes no risks, there is very little, feedback and employees are more concerned with how the work is done rather than what is the end result
Robert A. Cooke (1989, 2000)	The culture of an organization is the way employees behave at the workplace to ensure stable future and growth.	Constructive culture, Passive culture, Aggressive culture	Passive culture
Charles Handy's Model (1999)	Every organization has certain values and follows some policies and guidelines which differentiate it from others. The principles and beliefs of any organization form its culture. The organization culture decides the way employees interact amongst themselves as well as external parties.	Power, Task culture, Personal culture and Role culture	SriLankan airlines has a person culture where every employee is working for personal benefits only. Employees are more concerned on themselves than the company

2.2.8 Components of Organization Culture

There's a vast amount of research done on components that are believed to contribute towards the culture of an organization (Mohan, 1993; Brown, 1998). Identifying the distinctive components are necessary as there may exist overlap between them. Therefore in this section the researcher will try to identify the components that are common to the various studies done on organization culture while excluding any overlaps.

- Artefacts,

These three are the most visible possessions of a company's culture. Artefacts can be divided into two categories (Mohan, 1993) namely verbal artefacts and behavioural artefacts. Verbal Artefacts includes stories, language and myths. This classification is different to Brown's (1998) which suggests that language is a separate element of the culture of an organization. Behavioural Artefacts represents the Rituals and ceremonies. A similar list has been compiled by Van der Westhuizen (2005) which includes symbols, rituals, traditions, stories, ceremonies, heroes and heroines. Thus this list too has combined many of the components of culture and have not shown separately. The list that has been compiled by Knights and Wilmott (2010) includes traditions and rituals, technology, architecture, logos, type of people, myths and heroes. In this list also it can be seen that architecture, traditions and rituals are not taken as separate components. After examining these the conclusion of Brown (1998) which states that there can be many ways of looking at the components of culture can be justified. This also justified how one researcher's classification of the components may differ from the other. However Thomas et al. (2013) has highlights the importance of artefacts, values and assumptions when creating a mission and a vision for change for an organization. All the components of artefacts will be analysed in the next stage in order to understand the importance of the component separately for the study

- Symbols

Symbols are the shared codes in an organization and is the most common component in organizational culture (Meek, 1988). Importance of symbols in culture has further been investigated by Hofstede et al (1990) where he suggested that the symbols should be specified through pictures, objects, words and gestures that are unique to the culture. This was further justified by Brown (1998). Interpreting symbols is important in order to know what is actually represented by them. For an example when a speech is delivered from the management, speech should be designed in such a way where the symbols of the

organization are reflected and promoted, this could be the contribution towards a particular product or a policy (Connolly et al, 2011). Meek (1988) suggests that architecture, artefacts and language are a part of symbols, however many studies have disputed this stating that it also can be looked at separately (Brown, 1998). In this lights language, architecture and artefacts will be explored further for clarification and ratification purposes.

- Languages

Brown's (1998) work has mentioned that language is not only a way of communication but also a fundamental in identifying how we understand the world/situation. For an example a specific terminology may differ from organization to organization, this change in the meaning of terminology could be affected by the culture of an organization. For an instance the standard of a "good service", "excellent quality", "highly satisfied" etc may differ (Schein, 1985). In the recently conducted research by Alvesson and Sveningsson (2008), the importance of language for an organizational culture has been highlighted. It also adds that slogans also an important part of Language. If the language of an organization is uniform across the organization it can assumed that language can be a sign of what the company stands for.

- Architecture

In the modern world, the appearance of an organization has been considered important as often more than not organizations are judged by its appearance. Therefore Brown (1998) states that the architecture of an organization is having an increased impact on culture. In a survey done by WSO2 in Sri Lanka it was identified that most of the employees of the organization said that architecture of the company is what is most important of them to have enrolled with the organization.

- Norms

The norms will have a significant effect on the behaviour of a culture as it dictates the rules in identifying of something as appropriate or inappropriate for the employees of an organization (Brown, 1998). Cunliffe (2008) has identified the importance of Norms as a component of culture. Kilman (1985) highlights the importance of norms in controlling culture as it outlines the desired behaviour from the employees of the organization.

Kilman's (1985) study on importance of norms has further been supported by the study done by Alvesson (1993) where he suggests that the required culture for the organization focused on success can be easily achieved through the right norms in place. The correct norms in place can influence innovation, efficiency, quality and reality as stated by Stoll (2003). He also suggested that norms play an important part in influencing cultural improvements.

- Stories

The component stories has been identified in the Cunliffe's (2008) model. The importance of stories was initially identified by Brown (1998) who contended that stories would influence the people's understanding of the culture of the company. This was further confirmed by Johnsons and Scholes who suggested that stories will flag up important personalities and events of an organization. Stories are also recognized as a base for the reactions for most of the situations that takes place in a corporate environment (Alvesson and Sveningsson, 2008).

- Rites and Ceremonies

This indicates the common ways of dressing and acting in an organization. (Cunliffe, 2008). Ceremonies have been identified as the collective participation and acts of cultural events which reinforce the values of the culture (Brown, 1998). Likewise rites and rituals are the scheduled activities that expresses the culture in an organization (Beyer and Trice, 1988). The importance of rites and rituals which includes activities such as employee surveys, trainings which would benefit the employees has been highlighted in the studies done by Brown (1998). Brown's studies (1998) further states that the rites and rituals will help to understand how and organization operates as well as the acceptable behaviour in a company.

- Heroes and Heroines

Heroes and Heroines are personnel who contributes towards the values and beliefs of the company (Bush and Middlewood, 2013). The heroes are also defined as the motivators towards success (Kennedy, 1982). Hofstede et al (1990) further suggested that the heroes/Heroin have a positive impact on the culture and characteristics of a culture and that they can be either alive or dead, real or imaginary. However Wilkins (1990) highlights

the downside of this as people may sacrifice teamwork in order to achieve personal gains and to be perceived as a hero in the organization. Furthermore Moxnes (2013) in his studies states that heroes will not guarantee a positive impact on corporate performance which was confirmed by Ishimaru (2013) stating that though hero is a power metaphor which is leadership, there should be distributed leadership in order for an organization to be more successful and greater collaboration.

2.2.9 Denison Culture Model

The model introduced by Denison focuses on both internal and external aspects of the culture which will give a 360 degree view of an organization's culture. Denison's model has taken a slightly different approach than the other models such as Schein's culture model, Johnson's culture model where it attempts to understand the key issues faced by the organization. In the past studies investigations of an organization culture was mainly focused on the underlying values and beliefs in an organization which entailed in depth qualitative methodologies which included anthropological and sociological origins to categorise an organization (Pettigrew, 1979; Ouchi, 1981; Deal & Kennedy, 1982; Wilkins & Ouchi, 1983). In general these studies were focused on identifying the characteristics of the organization and measured organization climate (O'Reilly et al 1991; Kotter & Heskett, 1992; Dillard et al 1986; Johnson, 1996; Schneider et al., 1998; Witt & Boerkrem, 1989; Ostroff, 1993; Zohar, 2000; Cameron & Quinn, 1999; Denison & Neale, 2000; Carr et al., 2003). Denison's culture model focuses on the "value levels" of culture (Denison, 1996, 2000; Ashkanasy et al, 2000).and will look at both internal and external aspects. This will add value to the process as certain organizations which may have a focus on 1 aspect without having another will be flagged in the process.

Denison model stems from the underlying assumptions and beliefs that represents the roots of the corporate culture as introduced by Shein (1984), therefore behavioural aspects of the corporate culture and surface level components (such as observable artefacts – rituals, symbols and heroes) have been considered in this model. As the Denison model is based on more of the surface level values than the underlying values the assumptions made are more reliable (Denison, 2000). The underlying beliefs and values of an organization will result in a set of management practices (Denison, 1990). Denison (2000) introduced 4 cultural traits which are believed to contribute towards culture that are focused on

organization performance (Dennison, 1990; Denison & Mishra, 1995). The four broadly defined traits of culture are consistency, involvement, adaptability and mission. These four traits will collectively facilitate the internal and adaption of the organization to the external environment thereby driving organization performance. Two of the traits identified by Denison will see the market orientation of the organization and the other two will see the dynamics of the internal integration of the process which will look at systems, structure and processes that will result in employee satisfaction/performance.

A description of the four traits of the model is as follows;

Involvement: As stated by Lawler (1996), effective organizations motivate their people and build the organizations around the development of human capability levels and teamwork (Likert, 1961; Becker, 1964; Deal & Kennedy, 1982; Denison, 1996; Peters & Waterman, 1982; Denison, 2000; Fey & Denison, 2003; Lawler, 1996). Traits focuses the internal aspects of the organization where it looks into aspects such as sense of ownership, team orientation, commitment of employees and their involvement in decision which affects the employees.

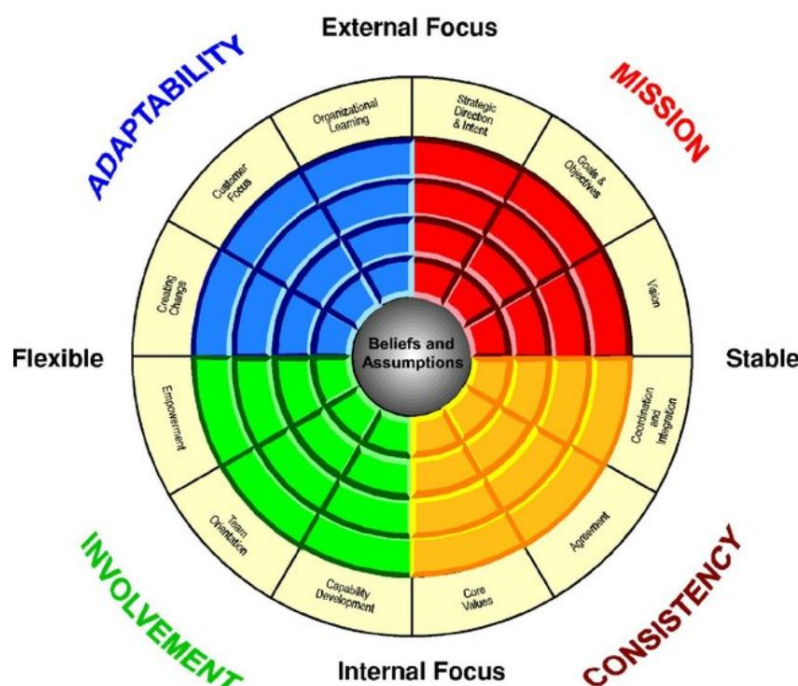
Consistency: Consistency looks in the organization having common processes and organizational systems which is aligned with efficiency over a period of time. As per Block (2003) Behaviour is the set of core values and leadership is constant in an organization, behaviour which stems from it will also be aligned even when there are diverse points of view in the followers. Consistency is believed to be a powerful source of internal integration and stability that is a result of a high degree of conformity and a common mind-set. As per the work done by Dennison (1990), the concept of consistency is that the implicit control systems which results from internalized values is an effective way of improving coordination in an organization rather than looking into external control systems that are built on explicit rules and regulations which are uncontrollable. Effectiveness of organization is believed to be improved with well integrated processes that are consistent (Saffold, 1988). Furthermore as per Denison (1990) involvement and consistency together will work towards improving organization effectiveness where the ideas that are generated from involvement will be refined into a more precise set of principles which will be consistent over time.

Adaptability: this trait looks at the ability of the organization to change internally to match the external conditions (Denison and Mishra 1995). In the context of SriLankan Airlines this will be the ability of the airline to adapt to the market changes in terms of capacity allocation and the product offered to the passengers. Lawrence & Lorsch (1967) suggests that an organization which is highly internal oriented will be difficult to adapt in a dynamic and a volatile market. Therefore it is important to ensure that the organization is adaptable to the external demands through ensuring the organization is a learning organization where there is less resistance to change (Fey & Denison, 2003; Nadler, 1998). Organizations that are adaptable are more customer centric and will change the organization to match every need of the passenger. Hence the organization will also look at the offered products of the other players in the market to ensure the customer gets what they want (Nadler, 1998). Furthermore change in an adaptable organization will be inevitable and continuous (Stalk, 1988) thus making change a way of working for the employees.

Mission: Mission of an organization is formally a short statement of what the organization's aim is and what its ultimate objective will be whilst defining the service levels that organization is aiming at. Having a clear mission which clearly defines the goals, clearly defined strategic objectives and a clear vision of where the organization is hoping to be in the future is seen in most of the organizations that are successful (Ohmae, 1982; Hamel & Prahalad, 1994). Furthermore it's important to note that the processes of the organization should be interconnected and in line with the mission of an organization. Hence change in the mission will have to result in process changes.

The two traits involvement and adaptability has been identified as strong growth predictors and it indicates flexibility, responsiveness and openness. The two traits, consistency and mission were found to be more focused on the profitability of an organization as it is related to integrations, vision and direction. All four constructs were identified to be predictors of criteria such as quality and employee satisfaction that are believed to improve efficiency of an organization. Customer satisfaction and innovation were believed to be improved through the two constructs Involvement and Adaptability while Mission and consistency was believed to have a positive effect on financial performance of an organization.

Figure 2. 1 Denison Cultural Model



Source : Denison, 2006

The above figure is a pictorial presentation of the Denison cultural model which is presented with the vertical split between external and internal focus and horizontal split between flexibility and stability. Accordingly the two traits consistency and involvement covers internal dimensions while mission and adaptability covers the external dimensions. In terms of the horizontal split, adaptability and involvement constructs address the organizations capacity for change and flexibility while consistency and mission constructs addresses the organizational direction and stability. Accordingly organization that are more inclined to consistency and mission traits are more likely to be focused and in control while those oriented towards involvement and adaptability are more prone to introduce more variety.

2.2.10 Organisational Change

Organizational change is featured prominently in the studies done in organizational development and the importance of it has been highlighted (Hatch, 1997). Furthermore in the studies done pertaining to learning organisations, organizational change has a significant role (Fincham and Rhodes, 2005). The importance of changing organizational culture to match the objectives of an organization has also been pointed out in the studies done by Klaner et al. (2008) further it's seen that the last decade the importance of organizational change has received increased focus in organizations. Organization Change

can be define as the process of changing the current state of the culture of an organization to the desired state which has been focused on the success of an organization. Importance of change has been identified in many of the studies done; “Without change we would wither and die” (Handy, 1999) this has further been studied and agreed by Senior (2002), Brown (1998), Mullins (2005) etc. The studies have also have pointed the importance of organizational change for business continuity with enabling innovation and better management. With the increasing competition and globalisation the aspect of organization change is very important (Fincham and Rhodes, 2005)

2.2.11 Resistance to Organizational Change

Coch and French (1948) defined resistance for change as any act or process that will delay or stop the change process. Factor that are increasing the resistance in organizational may vary from inefficient processes, negative mind set, verbal complain and organization actions such as employee strikes (Coch and French (1948), De Meuse and McDaris (1994). The most famous of the many studies done on identifying factors contributing to resistance of organization are Coch and French (1948) and Lewin’s study published in 1947.

It is important to study the factors influencing the resistance to change in an organization in order for strategies placed for organization culture change to be effective (Coch and French, 1948). A few studies done on the subject have been listed below and the most cited factors are participation of the employees, quality of information, Trust in Management, Learning and Open Communication (Ott, 1996; Weinbach, 1994; Argyris 1970; Coch and French, 1948; Lewin, 1947)

Table 2. 2 Summary of studies on resistance of culture change

	Participation	Open Communication	Quality of Information	Trust in management	Learning
Researchers	Lewin (1947)	Lewin (1952)	Lewin (1947)	Lewin (1947)	Roberg (1978)
	Coch and French (1948)	Coch and French (1948)	Coch and French (1948)	Coch and French (1948)	Agryis (1985)
	Agryis (1970) - Internal Commitment	Applebaum et al. (1999)	Gardner (1987)	Applebaum et al. (1999)	Senge (1999)
	Hickins (1998)	DiFonzo and Bordia (1998)	Hickins (1998)	DiFonzo and Bordia (1998)	Dobiey and Wagner (2001)

	Weinbach (1994)	Weinbach (1994)	Wienbach (1994)	Wienbach (1994)	Doppler and Lauterburg (2000)
	Cohen (1994)	Barrier (1998)	Schein (1980)	Schein (1980)	
	Applebaum et al. (1999)	McCallum (1997)		Bennis (1966,1984)	
		Grensing (2000)		Gardner (1987)	
		Ott (1996)		Barrier (1998)	

2.2.12 Assessing Organizational Change through Culture

Changing culture of an organization has been identified as one of the key areas in effective organizational change as it lets the researcher understand how the organization operates (Schein, 1992). This has further been justified in the studies done by Tushman and O'Reilley (1996) who also suggest that organizational culture is crucial in helping a company adapt to a desired state. Authors have warned that the organization culture change can be complex (Fullan, 2001; and Kotter and Heskett, 1992). Fincham and Rhodes (2005) cited the work of Peters and Waterman (1982) and Deal and Kennedy (1998) where organizational change through culture has been identified as a long term change. Furthermore change through culture has been identified as "real change". It was also noted by Cameron and Quinn (2011) that the reason for many of the failure in organizational change is due to failing of culture change to match the desired goals of an organization.

2.2.13 Methods of Organizational Culture Change

This sub chapter will focus on the methods identified for culture change through studies. There have been several mythologies of culture change that have been identified in the studies done (Hatch, 1993). Therefore it is deemed necessary to explore the methods that have been identified and the most suitable for the organization to be identified.

In discussing change through culture, many researches have been done and discussed by authors such as Brown (1998), Alvesson and Sveninsson (2008), Senior (2002) and Cameron and Green (2009). However there is no single model that has been identified as a better model or is widely accepted. This is also the reason why each method are being criticized. As a solution to this Ashkanasay et al (2000) suggests the culture change may work when applied through a framework which allows deeper analytical explanation and also it gives clear direction as to how the organizational culture is to be changed.

Typology vs Process Oriented Model

There are two types of models, both these types are derived from organizational models as suggested by Lim (1995). Using organization culture models to assist in culture change has been researched by Brown (1998) as well. Cultural models are identified as models that could assist in analysis (Bush, 2011). The two models are namely Typology based model and Process oriented model. Typology model has its roots in objectivism whereas process oriented model has its roots from interpretivist.

Typology approach, initially the type of culture existing in the organization is identified. The culture will be assessed to identify if it's either a strong or weak culture (Peter and Waterman, 1982). The culture can also be looked at including the structural view of culture for the established argument on if the culture is strong or weak (Senior, 2002). In this approach, cultural model is usually used to assess if the culture existing in the organization is strong or weak and to identify the change needed in the organization to have the desired culture. Typology approach is ideal for making judgements on culture of a small area of the airline (Hargreaves, 2003). However it was noted that a culture cannot be derived in a specific typology in a company where there are areas where the culture may vary (Wilson and Rosenfield, 1990). Furthermore studies indicate that an organization cannot fit into one type of culture (Senior, 2002).

Process oriented approach suggests that culture can't be looked at in one preferred type suggesting that the preferred type may differ from situation to situation. This method is looking at a shift in paradigm. For instance the web culture model developed by Johnsons and Scholes (1993), cultural web developed by Denison (1996) seeks a paradigm shift in an organization without defining a particular type of culture in mind. The downside of not having a preferred typology is that it will be difficult to benchmark the organization with the other competitor organization as one assessment of organization may differ from the other (Brown, 1998).

Handy's Four Types (1993) (typology based model) typology can be used in instances where a comparison of one company's culture has to be done with another culture as Brown (1998) states that it provides a broad overview of the varying types of cultures that exists. Handy has identified 4 types of organization culture as Power Culture, Role Culture, Task and Person Culture. In addition to Handy's typology which focuses on how power is distributed in an organization, other authors have different typologies. For instance Deal

and Kennedy (1982) defines the culture types as tough guy, macho culture, the work hard/play hard culture, the bet-your company culture and the process culture. Quinn and McGrath (1985) has classified culture in 4 different types: the ideological culture (adhocracy), hierarchical culture (hierarchy), the consensual culture (clan) and the rational culture (market). In summary the different studies done suggests that culture can be define in one type. However Brown (1998) advocates that no organization would have one of these cultures or fit perfectly into one of the cultures due to the complexity of organizations. Due to this reason in 2002 Senior suggested the process oriented model which would look at the characteristics of an organization rather than the type of culture. Below section will look into the process oriented model.

In this study the researcher has adapted Denison model which is a process oriented model. This model will look into different traits which contributes to culture. As the culture is believed to have subcultures and not a mono culture, process oriented model will be much suitable for this research.

2.2.14 Changing Organizational Culture

In this study the researcher has used the cultural model introduced by Denison. The model was selected based on many dimensions. Brown in 1998 argued that the effects of deploying a model in a study has to be carefully looked at while considering the issues the researcher could possibly be faced with. In this line Alvesson and Sveningsson (2008) identified the main dimensions that can influence a model selection for transformation of culture. The dimensions will be discussed in the latter part of this chapter where the issues that could be expected will be discussed and understood, before selecting the cultural model of Denisson which is expected to answer the research questions. Brown (1998) states that there are several factors that should be taken into consideration when selecting the model for the study which was later confirmed by Armenakis and Bedeian (1999) who looked into culture change in the 1990s. They stressed on the importance of considering the factors as using concept models for culture change can prompt a series of questions and issues. This was further confirmed by Smith (2003) who highlighted the difficulty that could be faced when changing organization culture. Organization culture change also has recorded a high rate of failure (Alvesson and Sveningsson, 2008). The following key issues that could be faced in model deployment will be discussed below in order to minimize the failure rate.

Scale of Change

This is the extent to which the change is going to take place in an organization and Brown (1998) states that the scale of change is a key element in a successful change. Change could be either incremental where changes that takes place are operational changes that affects parts of an organization or a radical change is a large scale change (Alvesson and Sveningsson, 2008). For an example the change model introduced by Gagliardi (1986) has an incremental approach where ultimately organizational change will be achieved whereas Brown's (1998) organizational learning cycle of change looks into a radical change in the organization. Few other types of change was identified by Burke (2002) who suggested that change can be transactional versus transformational, episodic versus continuing flow, strategic versus operational, evolutionary versus revolutionary, total system versus local option and discontinuous versus continuous. Therefore it is understood that there are many types of change that could be adapted in an organization however Alvesson and Sveningsson (2008) notes that all the types are generally to a similar goal. In conclusion identifying the extent of change is critical for the success of corporate change and it is important to identify the complexity of radical change.

In selecting a type for culture change in SriLankan Airlines radical change will be used considering the complexity of change. As stated by Tushman and O'Reilly (1996) radical change is more likely to have success though the failure rate and the risk taken by a radical change is high. Furthermore incremental change will not be suitable as SriLankan airlines is looking at a strategic drift through culture change and as stated by Bailey and Johnson et al (1997), incremental change may not remedy with the drift in strategy.

Locus of Change

Locus of change is to identify the scope considered for organization changes. Brown (1998) states that changing culture in an organization can be done at different levels such as departmental change, organizational change, industry change, change in the nation etc. This has been justified by Senior (2002) stating that defining the scope is critical for the success of organizational culture change.

In this study the researcher will be looking at SriLankan Airlines which represents the entire aviation industry of Sri Lanka and the subcultures will be the departmental cultures of SriLankan Airlines. Furthermore the subcultures of each hierarchical level will be looked at as well. The difference between the subcultures will be examined while analysing the

trends. Importance of having subcultures has been addressed by Lancaster & Di Milia (2015) as it will enable to see the difference between cultures rather than assuming that it has a mono culture. Furthermore this aspect will let the researcher identify the impact of each independent component on employee performance. Therefore this study will consider the hierarchical and departmental subcultures that exist at SriLankan Airlines. Once the scope is decided on the timeframe of the model deployment at SriLankan Airlines will be discussed.

Time Scale

This subtopic will discuss the time that will is expected for the change to occur, for an example weeks, months or years. In usual cases the timescale looked at will be directly related with the time taken for the feasibility, however Brown (1998) suggests that it is important to look at the life-cycle of the implementation process and exploring a model. The chances of failed implementations will be avoided if all these factors are looked at. Timeline of the project has been identified as a key element of a process that is mostly explored implicitly in organizational theory (Zaheer, 1999). Therefore timeline of the study will be defined prior to the implementation to ensure the model is successfully employed at SriLankan Airlines.

In this study for SriLankan Airlines the timely completion of the study is important as per the nature of the business. Therefore it is important to carry out the study under the same external aspects to have the same base as the objective is to identify the role of cultural traits identified. The implementation expected from the study is complex and as stated by Brown (1998) when complexity of the organization culture change is high, it is impossible to outline a definite timescale as changing culture is a complex task. However the negative impact of the change process going for too long has been identified by Smith (2003) stating that the failure rate will increase with a lengthy process. Therefore the implementation of change culture will be limited to 1 year after the implementation plan has been finalized. Therefore in this context a timescale of months will be selected in assessing the culture. The researcher will ensure that the application of the change model will not last years and is therefore within the scope of this research.

Source of Change

Sources of change deals with where the change is made from, this is identified as an important aspect of change by Alvesson and Sveningsson (2008). Source of change can be divided into two, planned versus emergent change. Planned change usually happens from either the top management of the organization or an external party such as consultants who have been recruited solely for the purpose of making a change in the organization. Bamford and Forrester (2003) suggested that planned change is a change that moved from one static change to another through series of planned steps. On the other hand emergent change deals with lower level managers and the lower graded employees. Therefore it deals with complex levels of change. Though emergent change is complex, emergent change is important as the organization will be receptive to unpredictable nature of change and thus will be more towards the concept of a learning organization (Senge, 2006). Each source of change will have different ways of implementation and different access levels to the organization.

Out of the two sources of change discussed above. In this study the researcher will be first focusing on planned change through the implications of the study and then will expect emergent change through planned change. The selection is based on the argument made by Schein (1985) which criticize the inability of implementation of radical change in planned change and also that planned change happens in isolation. Dawson (1994) further claims that emergent change is more analytical. Burnes (2004) further stated that emergent change is effective in complex situations and sustained change as it understands the problem of change management taking the input of many stakeholders into consideration.

Summary of Model Selection

After carefully evaluating the factors that would have an impact on the implementation of the change model, following is a gist of the selection. However it is prudent to note that many authors noted that many researches have not considered the above aspects when selecting a model though it is critical for a successful implementation (Morris 2014; Cameron and Quinn, 2011; Brown, 1998; Senior, 2002)

Table 2. 3 Summary of Model Selection

Factor	Selection
Scale of Change	Radical Change
Locus of change	Organizational
Timescale of change	Months
Source of Change	Planned, Emergent

2.3 Employee Performance

2.3.1 Concept of Human Resource Management

Employees are considered resources of a company where good human resource management would result in competitive advantage to an organization and help an organization achieve the required objectives and goals (Brewster, 2007). Initial studies on human resource management showed that the concept was based on effective management of employees while treating employees as a resource which will help the organization to achieve goals (Zhu, Warner & Rowley, 2007). The main objective is to improve work system performance across the company and to link the employees of various departments of an organization to work together to achieve a common pre-defined goal (Brewster, 2007). Sutyono (2007) contends that an organization would have significant gains when investing on the development of employees.

Human Resource Management is defined to manage the employees of an organization while ensuring the employees are satisfied and are motivated to work towards achieving company goals (Hellriegel, Jackson, Slocum and Staude, 2004). Furthermore Dessler (2008) states that it also includes the management of organizational policies and practices that are involved in carrying out human resources in management positions which includes identifying of the training required for staff, recruiting the right candidates and appraising staff to ensure recognition. Human resource management is usually planned and is in line with the strategy of an organization. Behavioural changes of employees is expected to be visible with Human Resource Management (Wood, Holman & Stride, 2006). The effectiveness of the initiatives in place is subject to the manager's efforts to formulate the strategies (Wei & lau, 2005). The HR policies in place governing the HR activities such as recruitment, recognition, employee development etc needs to be revisited with every changing strategy (Stone, 2008). This aspect was further contended by Zaugg & Thom (2003)

2.3.2 Employee Performance

Employee performance looks at the extent to which an employee of the organization contributes to the shared goals and objective of an organization. In many studies employees of an organization has been identified as the main source of competitive advantage for an organization especially in the context of an organization which is service oriented (Luthans and Stajkovic, 1999; Pfeffer, 1994). Furthermore in terms of commitment performance approach, staff are viewed as an asset where new ideas are seen, thus the voice of the employees are heard. Therefore performance of an employee has to be monitored and improved. Performance of staff includes volume of work undertaken, quality of work performed, attendance of employees, working towards the deadlines that have been defined and also their cooperativeness in doing the job (Güngör, 2011). Studies of Macky and Johnson (2000) pointed that the employee performance is directly correlated to the performance of the organization. Gardner (1987) contends employee performance can be defined as the achievement of each employee in each of their task as define in the job description of the employee during a specified period of time. Therefore performance of an employee can be measured by different parameters over a period of time. In many organizations employee performance is measured in the appraisal forms which entails pre-defined key performance indicator for each employee which would be evaluated at a given period of time such as annual, bi annual, monthly etc (Darden and Babin, 1994). As employee performance is linked to organizational performance in service oriented organizations, it is widely seen that employee performance is linked with increased customer satisfaction as employees are directly related to the quality of the service. On the other hand poor performance of employees results in customer complaints and losing of the customer base. Taking these facts into consideration it is clear that employee performance is a critical aspect for SriLankan Airlines as air travel is a service industry. At SriLankan Airlines the performance appraisal takes place bi- annually for each staff employed by SriLankan Airlines.

Five human resource management practices that has an effect of employee performance were proposed by Carlson et al (2006). These are training and development, regards and benefits, well defined performance appraisal, maintaining morale and the recruitment package. Later study done by Tessema and Soeters (2006) identified eight HR practices that could have an impact of employee performance which includes the selection of a suitable candidate, compensation which will motivate the employer to improve their skills in the

relevant job, placement practices, training, promotions that are based on performance, placement practices, grievance procedure and pension.

2.3.2.1 Employee performance measurement

Employee performance measurement includes studying of overall performance and performance management and evaluating of the outcomes which have been obtained within a specified time period (Coens & Jenkins, 2002). Organizations have different ways of measuring performance such as performance appraisal, balanced scorecard etc. Many studies have noted performance measurement as an important aspect for an organization stating "If the measurement can't be measured, it can't be managed". The employee measurement helps an organization which is in service industry to translate high level objectives of an organization to lower level tasks which are measurable. Once the lower level activities are understood it will then be assigned to individual staff with the responsibility of achieving them (Platts & Sobotka 2010). There should be clearly set key performance indicators to each employee. The key performance should be achievable and relevant to the job description of the employee. Furthermore the performance indicators should be indicators within the reach of an employee. It is the responsibility of the managers to identify the necessary training needs for the employee that will enable the employee to achieve the assigned goals. Furthermore the manager of the employee will be responsible in assessing the performance appraisal while giving constructive feedback aiming the improvement of staff performance. O'Donnel (1998) states that the employee performance appraisal should focus on the evaluation of work performance and behaviour rather than the personality of the employee in order to focus on the aspects of employee performance which is relevant to organization performance. It was proven that the Human resource management practices such as organization structure, policies, rewards and benefits etc has an impact on employee performance and motivation and this will in turn contribute to organizational performance (Huselid, 1995).

Huselid (1995) also contended that the employee turnover can be a measurement of employee performance. Labour turnover is the rate at which the employees of an organization gives their resignation and this is the point which the organization will have to recruit another employee which will have a considerable training period, thus the performance will reduce. Many factors that affect the employee turnover have been identified by Arnold and Feldmon (1982) these are job satisfaction, perceptions of job

security, the presence of a union, reward and benefits, Interest to look for another job, demographic variables (such as education, gender, number of dependents and age), organizational commitment, organizational tenure, whether a job meets an individual's expectations. Another factor than would influence employee turnover is organization culture (Sheridan, 1992). In the case of job dissatisfaction, an employee would leave based on the perceived ease of movement and the desirability to move from the current organization (March and Simon, 1958). Perceived ease of movement and desirability move will also be based on the job alternates that are in the market when the employee evaluates after experiencing job dissatisfaction (Mobley, 1977). This fact has further been contended by Price (1977). Jonathan (2004) notes that the employer should ensure that the employees are getting an adequate remuneration, comfortable work space and has job security to ensure job satisfaction.

Productivity is seen where performance combines both efficiency and effectiveness (Bhatti and Qureshi, 2007). Labour productivity directly correlates to the volume of output per worker and therefore is very straightforward when being measured. Accordingly the growth rate of labour productivity is the difference of the growth rate of output against the growth rate of the number of man hours (Christopher Gus & Jaime Marquez, 2004). High performing organizations are believed to have cultures where employees are highly involved (Denison, 1996). When employees are more involved in the decision making process, problem solving activities and goal setting it is believed to improve employee performance. Furthermore adaptation of information technology innovations to the work processes is believed to give a competitive edge to many organizations (Mukhopadhyay et al 1994). If the productivity of employees is based on labour and capital then the productivity of labour depends on the rate at which the capital is deepening and the growth of Multi-factor productivity (Christopher Gus & Jaime Marquez, 2004). In this context capital deepening is referred to the increase in the ratio of capital to labour. Capital maybe in the form of structures, machines and infrastructure. Increase in multifactor productivity will be in forms of any form of development in an organization such as advances in technology that will have a positive impact on efficiency. In an ideal scenario capital deepening and multifactor productivity will increase the productivity of the employees at a similar level of effort.

Though SriLankan Airlines has an appraisal system, the key performance indicators are not always measurable and are not derived from the objectives of the organization, therefore in order to measure the employee performance of SriLankan Airlines the researcher has used both the appraisal rankings as well as the input from employees to measure the perceived employee performance as per the employee. Employee performance survey used in the study will be assessing three types of employee performance. Namely they are Task Performance, Contextual Performance (Motowidlo & Van Scotter, 1994) and counterproductive behaviour (Bennett and Robinson, 2000)

2.3.3 Link between Organizational Culture and Employee Performance

Schein (1990) define organizational culture as the overall understanding of a company which stems from natural setting, climate, values and rites and rituals of the organization. He further described organization culture as an internal force in the organization which is interactive, engaging and revolving and it is also influenced by the gestures, attitudes and behaviours of the management and employees of the organization. There has been many studies done on the link between organizational culture and employee performance. Maggee (2002) states in the work done that organizational culture is directly connected to the process and practices of the organization which will have an impact on the employees' performance. An effective organization can enhance employee performance, there is also an impact of the firm's history and how current operations are and the norms of an organization on culture (Slocum & Hellriegel, 2009). Furthermore employee effectiveness is based on supporting values that influences a positive impact on the attitudes and behaviour of employees which in turn will affect the employee performance (Ferris et al 1998). The improvement of employee performance through organization culture change has been identified by many of the surveys done (Sackmann 2006). Likewise the link between employee performance and culture has been theoretically proven by Martin and Seihl (1990). This was further justified by Bowen and Ostroff (2004) who states that the sustaining, nurturing and enhancing employee performance can be achieved through the role of culture. Employee motivation can be achieved through a supportive culture (which would provide an employee with their individual objectives) in the organization which in turn would improve the performance of the employee (Kopelman, Brief and Guzzo, 1990). Organizational culture is also the glue to a firm's operations and its employees, if the culture fails the employee performance would take a negative turn (Furnham and Gunter, 1993).

Positive culture would support an employee to adapt and improve performance through motivating them and driving them towards the organizational objectives (Daft, 2003). The vision and mission of an organization defines the desired future of the organization and the objectives and goals that are needed to get to the desired state. A firm's performance can be enhanced when there is purpose and commitment towards the vision and mission of the organization (Kotter and Heskett, 1992). A company's desired state can be achieved faster through integrated operational and behavioural activities (Kotter & Heskett, 1992). The good values are to be widely shared to ensure performance of an organization (Gordon and Cummis, 1979). The values in an organization are important as it allows management to predict the employee's reaction for a management decision, therefore it is vital that the values in an organization are widely shared within the organization (Ogbonna, 1993). In terms of a participative culture Denison (1984) found that it contributes to higher return on investment which in average was nearly twice that of companies with less efficient cultures. Therefore he claims that there is a strong link between cultural aspect and the employee behavioural aspect in a company both short term and long term. The term performance is used to describe effectiveness, efficiency and improvement and it gives organizations competitive advantage over the other competitors in the industry (Deal and Kennedy 1982). Previous studies done also show that positive attitudes and satisfaction in employees can be achieved through maintaining a positive environment in the organization. Positive environment can be established through autonomy, mutual trust, participation and good communication which will enhance employee performance (Argyris, 1962). McGregor (1960) further explains that employee satisfaction has a positive outcome of behaviour of the employees at work which in turn will improve organizational effectiveness. It was also stated that commitment and loyalty of employees both would have an emotional bond between the employee and the company, thus employees would have ownership and willingness to put forth the performance of the organization resulting in better performance (Druckman and Bjork, 1994). O'Reilly (1989) suggests that's the power of organizational norms will be heightened with the employee's commitment to an organization and that employees will care more about the fate of the organization and that they will work to their full capacity to ensure business success. Organizational culture can play an important role in creating an environment that would enable innovation, learning, reactive to competitive threats and open to new opportunities. Therefore creating an effective culture has to be one of the main tasks an organization will have to

look into (Daft, 2010). In a study done it was found that there are 3 kinds of commitment to an organization such as through Job Satisfaction, Job involvement and occupational commitment all three of which are distinguishable from one another (Meyer, et al 2002). Motowidlo and Van Scotter (1994) identifies two classifications of employee performance namely, task performance and Contextual Performance. Furthermore counterproductive behaviour identified by Bennett and Robinson (2000) has been adapted to assess employee performance. Task performance is referred to the technical job performance which is the behaviour associated with servicing and maintaining the technical core of the organization. Contextual Performance on the other hand deals with the interpersonal job performance which is the function of one's skill on interpersonal knowledge which will have an effect on the broader social environment in which the technical core must function (Motowidlo and Van Scotter, 1994). Authors have confirmed the role of organizational culture in generating commitment and enhancing performance (Lok and Crawford, 2001; Deal & Kennedy, 1982; Peters and Waterman, 1982). Particularly, studies done basing organizations in different countries showed that supportive and innovative cultures have a positive effect on job satisfaction and employee commitment. (Silverthorne, 2004; Rashid, Sambasivan and Rahman, 2002; Brewer and Clippard, 2002; Lok and Crawford, 2001; Yousef, 2000; London and Larsen, 1999; Koslowsky et al 1995; Brewer 1993; Krausz et al, 1993; Katrina, 1990; Wallach, 1983).

Tanase (2015) in his studies have stated that organizational culture will be of importance for organizations that are undergoing structural/ process/ management changes like merging, restructuring, downsizing etc in order to be adaptable and for acceptance of the change. He added that with a strong culture, organizations has proven to face changes and it allows organizations maintain adaptability and stability. This is also supported by Kaufman (2002) who states that a positive culture will allows employees to be on the same line as the leaders, hence allowing changes in an organization. Its further justified by Schein (2011) stating that organizational culture can control the behaviour of employees in an organization through norms which.

2.3.4 Denison culture model and employee performance

Denison (1990) suggests the effect values and beliefs of an organization could have on the management practices in an organization, these management practices are believed to be activities rooted from values of the organization and are stemming from the dominant values and beliefs. Thereby as discussed above studies of Denison (1990) suggests four main traits of organisation culture, namely: Adaptability, Involvement, and Consistency and Mission traits. These four traits collectively are believed to facilitate and improve the internal resources such as integration and coordination as well as the external environment are believed to have a significant impact on organizational performance. For organizations having strength in few of the traits shares certain outcomes and orientations in the work process and employed people. Internal focus on dynamics such as organization structure, internal work processes, integration systems, employee satisfaction, and customer satisfaction through improved quality of product or service can be seen in service oriented organizations having a strong internal focus. Accordingly a strong internal focus in organization results in motivated staff, high quality service, less errors and defects in products, improved inventory process reducing wastage, high utilization percentage, cost optimization and revenue enhancement.

2.3.4.1 Involvement Culture and Employee performance

Involvement looks into how employees of all grades (hierarchical) of an organization work together in a collaborative manner to achieve the company mission and objectives. This trait includes improved team work, empowerment of employees and capability development all of which will contribute to employee performance. This has been stated in the studies of Becker (1964), Lawler (1996) and Likert (1961) stating that organizations empower employees while building team work in the organizations and developing employee capability through training. In this organization will improve the feel of ownership within the employees by giving the employees opportunity to contribute to the decision making process and will make employees at all levels commit to the organization and make them feel they are a part of the organization. This will enable the employees to translate the organization goals to their personal goals (Spreitzer, 1995). When capability development is higher than the level of empowerment in the organization it is an indication that the organization does not utilize employees with capability to their utmost potential. When this happens the capable employees will feel frustrated as there is a lack of responsibility given to them and will result in the organization losing the employee. On

contrary when empowerment is having a higher focus in a company than capability development, it is an indication that the decision makers are not capable of being in the position. This will have a negative impact on organization performance as the decisions made and the work done may not be to the required standard. Furthermore it is to be noted that team development is to be in line with empowerment and capability development. IF team development is more than capability development or empowerment it indicated that the teams are not capable enough to perform the task. In other words teams will perform day to day job functions without a meaning or a goal which will have a negative impact on employee performance (Lawler, 1996)

2.3.4.2 Adaptability Culture and Employee Performance

The adaptability theory is based on the belief organization's survival/ performance will be based on the ability of the organization to monitor, translate signals from the external environment in order to be proactive to market dynamics. The airline market is highly volatile and is effected by economic, social and environmental constraints. Kanter (1993) contends that the organizations with formal structures are the most difficult to change. Organizations that are highly adaptable to change are driven by the customers, more risk averse and are learning organizations with the ability to create change (Nadler, 1998; Senge, 2006). Organizations that are adaptable are believed to be continuously changing their systems in order to improve and promote the product through improved performance (Stalk, 1988)

2.3.4.3 Consistency Culture and Employee Performance

Consistency ensures efficiency and effectiveness at every division of organization and includes the core values of the organizations and the internal systems that are involved in problem solving. The effectiveness in an organization depends on the consistency in the strong cultures which are well coordinated and well integrated (Saffold, 1988). Achieving coordination is believed to be easier through the internal control systems than achieving through the external systems which are significantly impacted by rules and regulations (Weick, 1987; Pascale, 1985). Behaviour in an organization is based on the leadership, core values and employees who are capable of reaching agreement even when there are varying views (Black, 1991). When behaviour is consistent it can be considered as a powerful element of an organization which contributes to the stability and sustainability which is resulted from a high degree of conformity and a common mind set (Senge, 1990). When agreement in an organization is lower than the coordination and core values it is evident

that the organization may not do well in decision making when there are varying views and when there are conflicts despite the good intentions. Accordingly different employees may be seen doing other work during an important discussion and will show withdrawal behaviour for the input of the others. The overall result in these cases would be that no problems will be solved, thus the same issues may tend to come up at different times which would lead to reduced employee performance. Moreover internal integration which facilitates the coordination of activities can be achieved through the consistency trait. Unlike in involvement which focuses on factors such as development of capability and improving flexibility, consistency focuses on stability and includes three components namely: Agreement, coordination & integration and core values. These three components will identify the degree of which an employee will identify and create sense on an expected outcome in an organization and the degree of which employees are able to reach agreement on an issue that arises and the ability to work together to achieve a shared goal which would result in improved employee performance (Denison, 2000). However Lindsey et al (2012) suggests that consistent culture will only be a positive contributor to employee performance is depending of the level of other 3 factors (Involvement, Mission and Adaptability). Than the other cultural traits, consistency has been discussed in both positive and negative way stating that consistency can be a positive contributor to sustainable performance and it can also be a contributor to deficiencies that can be a negative predictor for performance (Sorenson, 2002; Kotter and Heskett, 1992; Tushman and O'Reilly, 1997).

2.3.4.4 Mission Culture and Employee Performance

Mission theory includes a shared sense of direction, strategy and purpose being instilled among the employees with the objective of achieving collective goals (Baker, 2004). Vision will define where the organization desires to be in the future and the organizations which have a clear vision are believed to perform better (Mintzbert, 1994). The organizations vision is to be integrated throughout the company in a way that the company will change if the vision changes (Ahmad, 2012).

Mission and consistency theories are all about stability of the business whereas adaptability and involvement theories look into the reactivity of the organization to the volatility of the market. Furthermore while involvement and consistency focus on the internal aspects of the organization, adaptability and mission theory will address the external factors (Baker, 2004)

2.4 Leadership Style

Leadership can be defined as communicating a predefined vision and mission while empowering employees towards the goals of the organization. As suggested by Mgbere (2009), leaders have the ability of working with a group people with a shared vision to achieve a goal. This definition has been consistent for leadership in many studies done (Northouse, 2015; Fry, 2003; Robbins and Coulter, 2001; Lussier, 1990). The positive relationship between leadership style and employee performance has been stated in many of the studied done (Sauer, 2011; Fry, 2003; Bycio et al 1995; Bass & Avolio, 1990). In today's environment, where the cultures are highly volatile due to globalization, good leadership is the main key for business sustainability (Hennessey Jr., 1998; Fiedler, 1996). Culture can be looked at in two ways, first is to look at it implicitly through information that is communicated and second is to look at it explicitly through rules and regulations (Hofstede, 2011). An organizations success is believed to be based on leadership and personal commitment (Selznick, 2011) and the organizations that are facing crisis situation were emphasizing the need for leadership (Chen, 2004). Requirement for a dynamic understanding for leadership and employee culture in terms of organization sustainability and organization success has been identified by several studies (Ehrhart et al, 2013; Mgbere, 2009). Skills pertaining to leadership competencies was included in the study done by Cuong and Swierczek (2008) which had identified 8 skills, namely Information processing, unstructured decisions making, entrepreneurial, conflict resolution, peer, resource allocation, introspection and leadership.

2.4.1 Effects of Organization Culture on Leadership Style

Wasserman et al (2001) states that there is a significant relationship between leadership and organization performance. Furthermore leadership is seen as a result of group processes which will influence the employees in achieving goals (Luthans, 2002). Weichrich et al (2005) has identified several theories on the relationship between organization culture and leadership style. This contended that great leaders in an organization will have an impact on the climate of an organization. He further concluded that in many organizations positive culture created by good leaders will result in effective leadership style within the organization. Bass and Avolio (1993) while identifying the relationship between leadership style and organizational culture, states that higher positive impact on organizational culture is through transformational leadership style. Ritchie (2000) contends that the dynamics

process of the birth of the management and culture of the organization is the essence of leadership that leadership and organizational culture are like two sides of the same coin, where the two cannot be compared. While culture affects how leader's or employee's behave (Korte & Chermack, 2007), leaders affect how the culture of an organization is formed (Bass & Avolio, 1994; Schein, 1992).

A good leader will base its role on management concepts such as six sigma or basic assumptions of the organization. As contended by Lusiana (2018), the leader's guideline will also be followed by the subordinates in when leadership is effective. In the same way if the subordinate's behaviour is not in line with the work program of the leader the leadership will be less effective thus there will be less value. Therefore it is understood that the culture will be created by leaders (Schein, 2004), this will be the same at the growth phase of the organization (Greiner et al, 1972). It was also said that the phenomenon can be turned around in the case where the culture of the organization is established over a period of time, in which case the organization culture will determine the leadership style. It can be said that the leadership is created by the culture of the organization (Kuchinks, K.P., 1999). In this type leadership style will remain constant in spite a change in leadership. As SriLankan Airlines is a state owned airline, this study will be looking at the leadership style being governed by the existing culture. Some cultural values affect the leadership style where as some aspects will not. For an example the office space of an organization will vary from organization to organization or department to department where there is a different leader. Schein (2004) also states that knowledge management, leadership, participatory management and creativity are some of the attributes that are affected by organization culture.

The relationship between culture and leadership can be looked at in three ways that is contingency, attribution and functional (Bakan, 2009). There are many studies basing on the relationship of culture and leadership, some of the studies are as follows;

Table 2. 4 Research on relationship between Culture and Leadership

Researcher	Summary of Findings
Yücel, Karataş & Aydın (2013)	Leadership has a direct positive correlation on adhocracy and clan culture and a negative correlation with hierarchy culture.
Gürdoğan & Yavuz (2013)	Contended that the culture of an organization can be derived by the leadership seen. In this light it was argued that the leadership has a positive impact on the organizational culture and the employees.
Acar (2013)	The dimensions of transactional leadership (management with active exceptions and conditional promotions) has no linkage to adhocracy culture but is highly affecting hierarchy cultures positively while affecting market culture and clan culture marginally. It was further noted that two of the dimensions of market culture (inter functional coordination and customer orientation) mediates the effect of change oriented leadership behaviour on organizational commitment. Charismatic leadership was seen as having a positive effect market culture
Zahari & Shurbagi (2012)	Transformational leadership can be measured in dimensions which are effect of idealized behaviour, personal interest, inspiring motivation, intellectual stimulation and effect of idealized attitude) while the organizational culture could be measured in four identified types such as adhocracy, market, hierarchy and clan culture. A strong positive correlation can be seen in transformational leadership and the organizational culture.
Simosi & Xenikou (2010)	Transactional and transformational leadership has an effect on organizational culture that is humanistic, consultative and self-realization.
Bakan (2009)	three kinds of leadership types have been observed such as supporting, participative and directive leadership where three dimensions were identified for culture namely competitive, socialist and innovative
Karadağ (2009)	Identified that peace and performance dimensions were included in charismatic leadership and it revealed that the peace dimension with includes belief and belonging had an high impact on organizational culture whereas performance dimension which included vision, productivity and dependency had a mild effect on organization culture
Oztop (2008)	Transactional leadership has no effect on clan and adhocracy culture where as it is positively related to hierarchy and market culture. Transformational leadership has an effect on adhocracy, market and clan cultures positively.

Pennington, Townsend & Cummins (2003)	Identified that different culture types effect different leadership practices. Noted that the relationship between transformational leadership with adhocracy and clan culture was positive whereas a negative relationship was seen with market and hierarchy culture.
Ogbonna & Harris (2000)	Identified 3 types of leadership, participative, supportive and instrumental leadership. Culture was looked at in four dimensions such as bureaucratic, competitive, social and innovative. Concluded that there is a positive correlation with supportive leadership and competitive culture and between transactional leadership and competitive and innovative culture.

As given above most of the studies claims that the leadership style will affect organizational culture. However there are several studies claiming that culture influences on leadership style (Tojari et al., 2011; Cameron and Quinn, 2011; Schein, 2010; Block, 2003; Sharma and Sharma, 2010; Zheng, et al., 2010; Tsai et al., 2009; Gergory et al., 2009; Xenikou and Simosi, 2006; Ogbonna and Harris, 2000; Denison et al., 2004). Robinson (2008) contends that cultural diversity will affect the leadership strategies and it is believed that the leader is influenced by the cultural factor (Phatak et al, 2009).

This study will look at the effect of culture on leadership as the researcher believes the culture has an effect on the formation of leadership style as it is a state owned organization and thus have a tendency for frequent changes in leadership styles. Culture has been compared to “gravity” by Trompenaars and Turner (1997) stating that the culture will eventually effect the orientation of the organization. Furthermore the importance of leadership style for an effectiveness organization in a culturally diverse situation has been identified by Robinson and Harvey (2008).

2.4.2 Effects of Leadership Style on Employee Performance

Studies on leadership revealed that different leadership styles have a relationship with some of the factors that are contributing to employee performance such as creativity (Howell and Avolio 1993), including job satisfaction (Piccolo and Colquitt 2006; Purvanova et al. 2006), low turnover rates (Keller 1992; Conger et al. 2000), intrinsic motivation (Bono and Judge 2003), self-efficacy (McColl-Kennedy and Anderson 2002), employee engagement (Zhu et al. 2009,), ownership (Fuller et al. 1995, Walumbwa et al. 2008), Staff motivation (Bono and Judge 2003) and psychological capital (Gooty et al. 2009). Based on these studies this research looks into the relationship between leadership style and

employee performance arguing that leadership style will allow leaders to achieve employee performance in an organization through focusing on the tasks that are improving performance in an organization and articulating and planning the visions of the organization while providing necessary support to achieve specified goals through employees of the organization. Furthermore Yuki (2012) states that the relationship between the leadership and employee performance would improve through trusting and placing confidence on the employees, being helpful and supporting the subordinates, being friendly and considerate, Rewarding and recognizing talent of the employees and trying to understand subordinates' problems. Bass and Avolio (1997) identified three core traits of employee performance. Namely these are employee's perception of the leadership effectiveness in the organization, extra effort put by employee in the job role and employee satisfaction with the leadership. Furthermore several studies contend that leadership style has a significant impact on employee satisfaction which will result in employee performance (Yousef 2000; Shim et al. 2002; Bass and Avolio 2000; Erkutlu 2008; Thompson 2008; Loke 2001). Every leader in an organization has a leadership style that could be classified into a predefined leadership style where the leadership style will reflect in certain behavioural patterns.

Three leadership styles were identified by Lewin et al (1939) such as autocratic leadership style, democratic leadership style and Laissez Faire Leadership style.

Democratic Leadership is where the leader plays a participative role. Democratic leadership is believed to influence employees with the principles and processes of democracy such as encouraging equality, inclusiveness and self-determination among the participants (Gastil, 1994; Fishkin, 1991; Dahl, 1989). Group decision and group discussions are encouraged by the democratic leaders (White & Lippitt, 1960). Democratic leaders are often helpful, influential, good listeners, motivational, knowledgeable, gives good guidance, respectable and focused (Kuczmarski and Kuczmarski, 1995). Furthermore democratic leaders are proven to have greater interaction with their followers and are more focused on team work (Mullins, 2005). The characteristics of a democratic leader will result in good relationship with the employee which would reflect in improved employee performance (Smith, 1998). The leadership style of democratic leadership will give a sense of ownership for the employees and will encourage employees to take responsibility for their own actions (Draft, 2005 ; Anderson, 1991) identifies Democratic leadership as one of the most effective leadership styles that leads to high performance and improved team work. Iqbal et al

(2015) also stated that this leadership style will enhance the employee performance while sticking to the meeting deadlines, achieving organizational goals and improving team efforts.

Autocratic leadership style is a style where the leader will poses the most amount of power (Swarup, 2013) and is the primary decision maker (Gordon, 2013). This is the most traditional style of leadership where it is believed that the leader is the most capable personnel with the highest authority. The characteristics of this style are will be the characteristics of the leader and the nature of the situation (Mullins, 2005). It has been noted that autocratic leadership will be ideal at a crisis situation (Mullins, 2005). Autocratic leaders are often task oriented (DuBrin et al 2006) and exercise power with the assumption that the followers are not capable of making good decisions, thus will have very little confidence on the followers (DurBrin et al, 2006). Jooste & Fourie (2009) claims that this attitude will result in the followers mistrusting their leaders and being afraid of the leader while creating higher power distance. However Jooste & Fourie (2009) also states that in a crisis situation, autocratic leadership will be seen as the most effective. In summary, the autocratic leader has full control of his followers and believes to have the complete authority over his followers and is ideal when quick decisions are to be made. Dawson (2002) states that autocratic leadership will be able to improve performance in a short period of time.

Laissez Faire Leadership style also called delegate leadership exercise very little power or authority and lets the followers carry out the tasks the way they want to without direct supervision (Tarsik et al, 2014; Wu & Shiu, 2009). There is no intervening seen by the leader thus giving compete freedom to the employees (Karip, 1998). In this leadership style the leaders are often involved in the work and will give employee full control with statements such as "do as you may" (Mullin, 2007). This leadership is built on the assumptions that the followers are capable, creative, and ambitious and takes responsibility to achieve the organizational goals (Jooste and Fourie, 2009). In many of the studies it has been suggested that Laissez Faire will not have any significant impact on employee performance (Garg and Ramjee, 2013; Akpala, 1993) some studies even stated that laissez faire leadership will have a negative effect on employee performance as the decision making process will be chaotic (Chen et al 2005) compared to other leadership styles (Chaudhry & Javed, 2012). Nevertheless the relationship of Laissez faire on employee performance at SriLankan Airlines will be tested as it is one of the leadership styles identified in the model.

Few other leadership styles that have been stated to have an effect on employee performance are transformational leadership and transactional leadership. Transformational leadership style has been proven to results in employee satisfaction (Podsakoff et al. 1996; Jung and Avolio 2000; Bartram and Casimir 2007). The charismatic component that is included in the transformational leadership results in identifying and admiration of the leader's goals and objectives (Bartram and Casimir, 2007). Therefore it can be concluded that transformational leadership will improve confidence in the employees while improving abilities and encouraging the employees, provide a sense of direction and increase employee satisfaction (Bono and Judge, 2003). However transformational leaders tends make the employees believe that the leaders are capable and are competent in carrying out an effective leadership role (Whitener et al. 1998). In organizations with transformational leadership, employees believe that the leaders will have a concern on the personal needs of the employees and will be consistent with espoused values (Bass, 1985). Likewise transformational leadership will have an effect on employees performing more than the specified job description (Seltzer and Bass 1990; Judge and Piccolo 2004). Transformational leadership was perceived to be a better leadership style in public and private setting rather than transactional leadership (Lowe et al., 1996). Transformational leaders give prominence to the employees/ subordinates while making the employees understand the significance of their work done which in turn would result in higher levels of leadership effectiveness.

On the other hand, studies on transactional leadership states that the leadership style increases employee satisfaction through rewards and recognition (Lowe et al. 1996; Hater and Bass 1988 and Judge and Piccolo 2004). Many studies have identified that transactional leadership will improve leadership effectiveness with contingent rewards which also will include employee performance and positive attitude build (Judge and Piccolo 2004; Walumbwa et al. 2008; Tosi 1982; Lowe et al. 1996; Hater and Bass 1988; Avolio et al. 1999). Furthermore it was noted that the leaders who poses a specific leadership skill such as active transactional management by exception tend to be more effective leaders (Hater and Bass, 1988). Summary of the other leadership styles are as follows:

Table 2. 5 Other Leadership Styles

Leadership Type	Description	Supported Literature
Transformational leadership	This is where the employees follow the leaders where employees are loyal, trustworthy towards the leader. The leaders have the ability to influence the behaviour of the employee where they would transform themselves while transcending self-interest for the success of the company.	(Yukl, 1997; Liden et al 2014; Guay, 2012)
Transactional leadership	emphasizes on the exchange or transaction that takes place between colleagues and leaders, and leaders and followers	(Piccolo et al, 2012; Bass & Avolio, 1994 ;)
Path goal leadership	motivates employees by selecting the appropriate behaviour for each situation (supportive, participative, or achievement-oriented) as well as providing all the employees' needs along their path towards the goal	(House, 1996; Fry, 2003; House & Mitchell, 1974),
Charismatic leadership	requires certain talents such as the ability to influence and inspire others towards ideological goals and moral values where followers are willing to mitigate with these values and to go beyond their duties	(Conger & Kanungo, 1998; Fry, 2003; Shamir, 1993; House, 1977; House & Howell, 1992).

As per the analysis of past literature, the dominant leadership styles are autocratic, democratic, and laissez-faire style of leadership styles. Therefore these three styles will be taken for the study.

2.4.3 Leadership style as a Mediator in the Relationship between Organization Culture and Employee Performance

The research conducted to test the relationship between organizational culture, leadership style and employee performance is noted to be complex (Mgbere, 2009). Therefore leadership style in the context of employee performance is difficult to define and relate directly onto performance (Brown et al, 2013). The relationship between leadership style and employee performance has been tested and supported by Davis and Landa (2000) who has based their work on the article of Duxbury and Higgins (1991) where they have shown the impact of a leader who follows an authoritative leadership style and the supportive

style. In their study it was proven that supportive leadership style improves the efficiency and effectiveness of the employees by further confirming that strategic leadership could lead into improved performance. It was further noted that in order for leadership style to have an impact on employee performance, that it should be in line with the culture of the organization. Thereby it was stated that the combination of leadership style and organizational culture could improve employee performance (Fullan, 2011; Lee, 2008; Yiing & Bin Ahmad, 2008).

Many research has been performed to identify the type of cultures and the preferred leadership style that could enhance employee performance (Wang et al., 2010; Ogbonna and Harris, 2000; Lim, 1995; Hickman and Silva, 1984). In the study done by Hsu (2002) the impact of both authoritative and delegate leadership has been identified as having a positive impact on performance through culture. The research done by Ogbonna and Harris (2000) states that leadership style had no direct impact on performance, but has an indirect effect. , indicating that the leadership style will mediate the relationship between culture and employee performance. They also suggest that both participative and supporting leadership styles have a significant positive indirect impact on performance and that instrumental leadership would have a negative impact on performance, mediated by organizational culture. Many other studies have been done testing the mediating effect of organization culture on the relationship between leadership style and performance (Steyrer, et al., 2008; Xenikou and Simosi, 2006). In terms of the specific style of leadership, it has been proven that transformational leadership style would have a significant indirect impact on performance (Tojari et al., 2011). However transactional leadership style related to autocratic leadership style has been argued to have a negative influence on performance. Furthermore while studies claim the culture of the organization being created by leadership style (Avolio and Bass, 2004), it has also been noted that leadership style will be impacted by the culture of the organization (Lok and Crawford, 2000). In this light it is important to understand the important factors of culture as well as the style of leadership styles suited for the organization in order to improve performance.

This study will be assessing the mediating effect of leadership style on the relationship between organization culture and employee performance. The past studies done on this mediating effect of culture has also been considered in the study (Acar, 2012; Schimmoeller, 2010; Avolio and Bass, 2004; Block, 2003). Therefore the model of the study

would suggest a hypotheses' as: Leadership style will mediate the relationship between organizational culture and employee performance.

2.5 Research Gap

The thorough literature review performed enabled the researcher to identify the constructs of this study and also enabled the researcher to identify the gaps that are existing in the current literature related to the research subject which is organization culture, employee performance and leadership style. The aim of this research in terms of theoretical point is to tackle the research gaps. Therefore this subchapter will identify the gaps that are existing in the current literature that will also be used later when identifying the theoretical contributions of the study.

First research gap identified was that there is a lack of studies focusing the relationship among all three constructs; organizational culture, employee performance and leadership style in particular. Especially in the context of a service oriented organization in a developing Asian country like Sri Lanka. Although there are many studies found on identifying the relationship between organization culture and leadership style, Organization culture and employee performance, Leadership style and employee performance. But there are not many identifying the relationship of all three constructs together in one study in the context of the study.

Secondly there is a gap in the case of the methodology used in the researches for the relationship analysis where most of the studies focused on assessing the impact of organization culture on employee performance has been through either qualitative research or quantitative research. Thereby very few researches have been conducted using mixed methodology where it's able for the researcher to perform triangulation. Two phase process followed by a focus group to test consensus on the preferred leadership style and culture has been recommended by Cameron et al (2006) in their study. However as stated above the researcher could not locate any research in the field of study which has adapted mixed methodology in the context of the research.

Thirdly there also exist a gap in studies done on organization culture in the field of airline industry though many airlines have undergone culture change.

Furthermore there is no research in the context of the study which identifies the effect of culture on selecting the preferred leadership style. Leaders are required to consider the factors such as employee's situation, assumptions, values and beliefs in identifying the

preferred leadership style in the organization (Alvesson, 2010, 2012). Therefore the gap suggests the effect of culture on selecting the preferred leadership style to be assessed

Moreover there have been many studies testing how leadership styles affect employee performance (Schein, 2010) and the relationship between organization culture and employee performance (Cameron and Freeman, 1991; Quinn and Spreitzer, 1991; Denison, 1990) no research has been done to identify the effect of leadership style in the relationship between organization culture and employee performance. There are no studies done in the context of an airline assessing the leadership style as a mediator in the relationship between organization culture and employee performance (Hartnell, et al., 2011; Zheng, et al., 2010; Gregory et al. 2009; Yilmaz et al. 2005; Denison 1990) Indicating a need to assess the effect of leadership style on the relationship between organization culture and employee performance (Tojari, et al., 2011; Schimmoeller, 2010; Srite, and Karahanna, 2006; Parboteeah, et al., 2005; Block, 2003).

Knowledge gathered through bridging the gaps identified above in the context of SriLankan Airlines would allow the managers to understand the phenomena of culture in relation to leadership style and employee performance. Accordingly the researcher can develop a conceptual framework which will explain the relationship between the three constructs. In conclusion the gaps identified in the literature will help the researcher to identify the gaps in literature to consider when developing the framework for SriLankan Airlines.

2.6 Summary of Literature

In conclusion Denison cultural model was selected to assess the organization culture of SriLankan Airlines to improve employee performance while aligning the leadership style. In this chapter research has reviewed the available literature on the lines of the identified constructs in the introductory chapter. This chapter has thereby been divided into 5 areas, namely; Introduction, outline of the airline industry (context of the study), Corporate Culture, Employee Performance, Leadership style and gap analysis. Each section identifies and assess the previous studies done on the concept under discussion and will lay the recommended literature to be considered for the study in the context of SriLankan Airlines. Following the assessment of each of the constructs, the researcher as assessed the following aspects

- Importance of Leadership style and the effective leadership styles to improve employee performance – Democratic, Autocratic and Laissez Faire Leadership was

identified as the leadership styles to be used in the conceptual framework. It was also identified that leadership style is an importance aspect in employee performance.

- The relationship between leadership style and organization culture. – It was identified that the culture may have an impact on the selection of the leadership style and when leadership style is aligned with culture there will be a significant impact on the employee performance as there can be a mediation of leadership style on the relationship between culture and employee performance.

Discussion of the three construct has led the researcher to identify the gaps in the literature which will later be used in identifying the contribution towards the literature from the study. Accordingly few gaps were identified in the literature review. The gaps which were identified were the absence of a comprehensive framework that presents the relationship between Organization culture, employee performance and leadership style. The lack of studies testing the mediating effect of leadership style in the relationship between organization culture and employee performance. Absence of literature in the context of the study which assess the effect of organization culture on leadership style as most of the studies has been done to assess the effect of leadership style on employee performance and finally Gap in studies done on organization culture in the field of airline industry though many airlines have undergone culture change.

In conclusion, this chapter will present the investigation on existing literature carried out in the research while assessing the background of each construct as well as the relationship between the identified constructs followed by an analysis on the gaps in the existing research. Subsequently this enabled the researcher to propose a comprehensive model based on the literature review.

CHAPTER 3 – RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter will investigate the methodology that will be used in the study and also will discuss the layout of the research. Literature suggest that a comprehensive study on research methodology would give the researcher the required tools to successfully complete the research (Thomas, 2003). Creswell (2009) further referred to research methodology as a systemic approach a researcher adopts in order to successfully reach the objectives and aims of a research. In order to answer the research questions developed in the problem specification stage, Crotty (1998) suggest that the researcher will have to select a research approach after carefully studying the types of research approaches that can be used. The execution of the research objectives will be assisted through the specific approach the researcher has identified in order for planning, data gathering and data analysis of the study (Silverman, 2013).

This chapter will discuss the research methodology that will be adopted in the research in order to arrive at an accurate judgement on the relationships that have been found from literature review on the effect of corporate culture on employee performance. The purpose of this chapter is to identify the most effective methodology for the study and to design the study in a way that all the research questions that are identified at the initial stage of the study will be answered. Flick (2009) suggest the key starting point for research is to consider the context that will be explored in the study which has been done in the previous chapter. The research model, research approach, techniques, data collection methods, sampling methods and data analysis methods adopted in the research will be justified and analysed in this section. Furthermore designing of data collection method will be justified and tested in this section.

3.2 Conceptualization

The literature review identified the relationships between cultural traits, leadership styles and employee performance with the assistance of the previous research done on organizational studies. Though there are many studies done on these three factors on these three subjects there has been very little studies done on assessing the relationship on all three factors (Tojari et al., 2011; Schimmoeller, 2010; Van den Berg et al 2004). The main area of gap in literature is the identification of the indirect factors on performance which in this study was identified as leadership style as a mediator (Zheng, et al., 2010; Gregory, et al., 2009; Yilmaz, et al., 2005). It was also identified that most of the researchers has

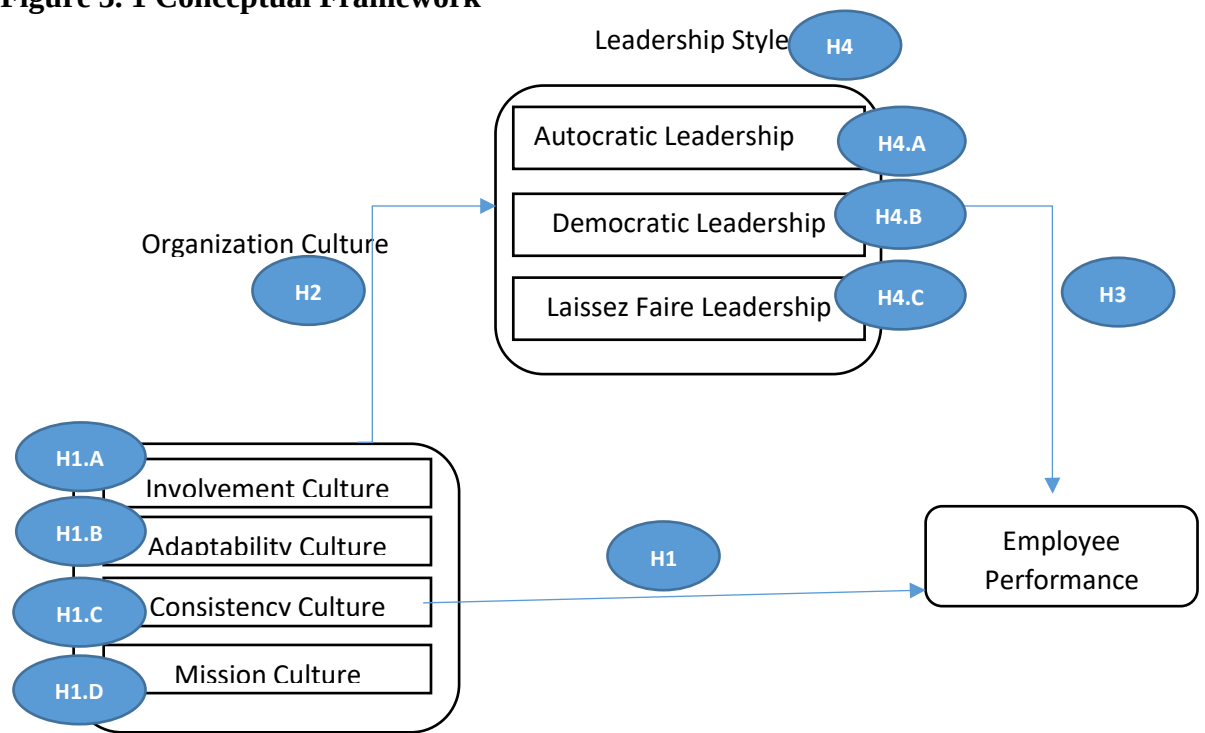
identified the effect of organization culture in the relationship between leadership style and performance separately (Xenikou, and Simosi, 2006; Lok, and Crawford, 2001). In this light, this research will identify the effect of organization culture on performance and the mediating effect of leadership style in the relationship of organization culture effectiveness. This study will assess the effect of each trait of organization culture on employee performance and the preferred leadership style in the organization.

The conceptual framework of this study will be used by the researcher as a guide when conducting the research as it provides a foundations for the research (Sekeran, 2003). The framework will provide a pictorial view of the relationships within all the constructs that have been identified in the literature review. Moreover the framework will also identify the hypothesis to be tested in order to arrive at the required output. The following conceptual framework has been based on organization culture (Denison, 1995), Leadership Styles (Lewin, 1939) and Employee Performance (Denison, 1990, Quinn and Rohrbaugh, 1981).

This research will use the cultural model developed by Denison (1996) and the traits identified will be assessed with employee performance to identify the traits that are most relevant when improving performance at SriLankan Airlines. The study of leadership styles in the organization will be based on three leadership styles identified by Lewin (1939) namely: Autocratic Leadership, Democratic Leadership and Laissez Faire Leadership.

Accordingly the conceptual framework will be based on 8 constructs: Adaptability culture, Mission Culture, Consistency culture and Involvement culture representing Organisation culture. Autocratic Leadership, Democratic Leadership and Laissez Faire Leadership for Leadership Styles and Employee performance. The basic conceptual framework for this study is proposed is as follows:

Figure 3. 1 Conceptual Framework



Dependant Variable : Employee Performance

Rousseau's study in 1990 has shown that there is a direct correlation between organization culture and employee performance. Lim (1995) & Saa-Pe're and Garcia-Falcon (2002) further states that the employee performance attained through organizational culture transformation brings an organization competitive advantage over other competitors.

Independent Variables : Organizational Culture

Cultural Framework developed by Denison (1996) describes the organization through various traits such as adaptability, consistency, mission and Involvement. The Denison cultural framework is widely being used to analyse the strength of organizational culture. Thereby 4 independent variables will be represented in the Organization culture construct: Involvement Culture, Mission Culture, Consistency Culture and Adaptability Culture

Mediating Variable : Leadership Styles

Leaders are critical when turning knowledge into action and if there is a gap in their ability to implement a given type of strategy due to leader's incompetency or ineffective leadership style, change is unlikely to occur (Pfeffer and Sutton, 2000). Therefore leadership in the organization needs to be aligned with the strategies to be implemented. Leadership Styles selected for the framework are Autocratic Leadership, Democratic Leadership and Laissez Faire Leadership (Lewin, 1939)

The elements that are to be checked in terms of transforming SriLankan Airlines though culture change has been constructed and are presented in the above theoretical framework. To test these relationships, a mixed methodology will be used. Hypothesis will be constructed with further reading and an extensive qualitative study.

3.3 Hypothesis Development

As per the review of literature and the conceptualization of the study the hypothesis proposed to be tested in the study will be discussed in this subchapter.

The Denison Organizational culture model was selected to assess the culture of SriLankan Airlines. This model takes a different approach than the other effectiveness instruments however is believed to assess the profile of the cultural traits and has been reviewed as a stronger model in organization culture theory (Denison, 1994). The model has identified 4 key traits as the drivers of organization culture based on performance. The four traits are namely (Involvement, Adaptability, Consistency and Mission (Denison & Mishra, 1995). These traits have been proven to assess the culture of both high and low performing organizations (Fey & Denison, 2003; Denison, Haaland, & Goelzer, 2003; Denison & Mishra, 1995; Denison, 1990; Denison, 1984). This model will be adopted in the study to empower and improve employee engagement (involvement), Identify the customer base in order to understand the market and to translate the demand to performance (Adaptability), Facilitate consistency of behaviour to improve and instil the values of the organization (Consistency) and to provide a clear sense of direction among the employees of the organization (mission)

As mentioned in the literature review of this study several studies claim the relationship between organizational culture and employee performance (Maggee, 2002) stating that culture directly has a connection to the process and practices of the organization which will have an impact on the employees' performance. Likewise the link between employee performance and culture has been theoretically proven by Seihl & Martin (1984). This was further justified by Bowen and Ostroff (2004). Denison (1990) suggests four main traits of organisation culture, these are Adaptability, Involvement, and Mission and Consistency traits. These four traits collectively are believed to facilitate and improve the internal resources such as integration and coordination as well as the external environment and are believed to have a significant impact on organizational performance.

H1 There is a significant positive impact of organisational culture on Employee Performance

Involvement culture trait includes improved team work, empowerment of employees and capability development all of which will contribute to employee performance. This has been stated in the studies of Becker (1964), Lawler (1996) and Likert (1961) stating that organizations empower employees while building team work in the organizations and developing employee capability through training.

H1.A There is a significant positive impact of Involvement culture on Employee Performance

Kanter (1993) contends that the organizations with less adaptive structures are the most difficult to change. Organizations that are highly adaptable to change are driven by the customers, more risk averse and are learning organizations with the ability to create change (Nadler, 1998; Senge, 1990). Organizations that are adaptable are believed to be continuously changing their systems in order to improve and promote the product through improved performance (Stalk, 1988)

H1.B. There is a significant positive impact of Adaptability culture on Employee Performance

As stated by (Saffold, 1988), the effectiveness in an organization depends on the consistency in the strong cultures which are well coordinated and well integrated. When behaviour is consistent it can be considered as a powerful element of an organization which contributes to the stability and sustainability which is resulted from a high degree of conformity and a common mind set (Senge, 1990). Agreement, coordination & integration and core values will identify the degree of which an employee will identify and create sense on an expected outcome in an organization and the degree of which employees are able to reach agreement on an issue that arises and the ability to work together to achieve a shared goal which would result in improved employee performance (Denison, 2000). However consistent culture will only be a positive contributor to employee performance is depending of the level of other 3 factors such as Involvement, Mission and Adaptability (Lindsey, 2012)

H1.C. There is a significant positive impact of Consistency culture on Employee Performance

Vision will define where the organization desires to be in the future and the organizations which have a clear vision are believed to perform better (Mintzbert, 1994).

H1.D. There is a significant positive impact of Mission culture on Employee Performance

In most of the studies it is claimed that the leadership style will affect organizational culture. Literature review there are several studies which claims the direct relationship between culture and leadership style as well (Tojari et al., 2011; Schein, 2010; Block, 2003; Sharma and Sharma, 2010; Ogbonna and Harris, 2000; Xenikou and Simosi, 2006; Tsai et al., 2009; Schein, 2010; Acar, 2012; Cameron and Quinn, 2011; Zheng, et al., 2010; Gergory et al., 2009; Denison et al., 2004). The study will assess the contrary which will test for the effect of organization culture on employee performance.

H2. There is a significant positive impact of Organization Culture on Leadership Styles

Many studies have been done on the relationship of the leadership style and employee performance (de Poel, et al., 2012; Timothy, et al., 2011; Wang, et al., 2010; Hawkins, and Dulewicz, 2009; Robinson, et al., 2008; Xenikou and Simosi, 2006) also the studies conducted by Haakonsson et al. (2008) and Steyre et al. (2008) confirms the relationship between Leadership style and employee performance. External factors such as volatile market conditions, competition, globalization etc have been identified as indicators of importance of strong leadership which could impact on organization culture. When investigating employee performance researchers has viewed organizational culture, leadership style (Wang, et al., 2010; Robinson, et al., 2008; Lok and Crawford, 2001; Rowe 2001; Bass & Avolio 1997), skill, motivation and competence as intangible aspects that improves performance in an organization. The importance of leadership styles for improved employee performance was identified by de Poel (2012). Furthermore this was confirmed by Judge, et al. (2004), Purcell et al. (2003) and Keller (2006). Moreover, Employee performance is enhanced through an appropriate leadership style through improvement in employee morale, job satisfaction, improved employee loyalty (Wang et al, 2010; Deal & Peterson, 2006; Jing and Avery, 2008; Keller, 2006; Harris and Ogbonna, 2000).

H3. There is a significant positive impact of Leadership Style on Employee Performance

As mentioned in the literature review studies have been conducted on the three constructs organizational culture, employee performance and leadership style where the role of each construct has been analysed (Tojari, et al., 2011; Xenikou and Simosi, 2006; Parry and Proctor-Thomson, 2003; Ogbonna and Harris, 2000). The mediating impact of Organization culture on the relationship between leadership styles and employee performance has been investigated in many previous studies (Tojari, et al., 2011; Xenikou and Simosi, 2006; Ogbonna and Harris, 2000). This study focuses on the mediation effect of the leadership style on the relationship between organization culture and employee performance which has been studied and proved in previous studies (Steyer et al, 2008). The mediation effect of leadership style proposes that there is an indirect relationship between the organization culture and employee performance constructs which is caused by Leadership style in the organization. The importance of analysing the indirect effect of leadership style has been identified by many previous studies (Steyrer, et al., 2008; Lok and Crawford, 2004) which states that if leadership style is not aligned employee performance could be affected negatively

H4. Leadership Styles mediates the relationship between Organization Culture and Employee Performance.

Autocratic leadership will be seen as the most effective in a crisis situation (However Jooste & Fourie, 2009). In summary, the autocratic leader has full control of his followers and believes to have the complete authority over his followers and is ideal when quick decisions are to be made. Dawson (2002) states that autocratic leadership will be able to improve performance in a short period of time.

H4.A Autocratic Leadership Styles mediates the relationship between Organization Culture and Employee Performance

As suggested in the Literature review Chapter, Democratic leadership is believed to influence employees with the principles and processed of democracy such as encouraging equality, inclusiveness and self-determination among the participants (Gastil, 1994; Fishkin, 1991; Dahl, 1989). The leadership style of democratic leadership will give a sense of ownership for the employees and will encourage employees to take responsibility for their own actions.

H4.B Democratic Leadership Styles mediates the relationship between Organization Culture and Employee Performance

In many of the studies it has been suggested that Laissez Faire will not have any significant impact on employee performance (Garg and Ramjee, 2013; Akpala, 1993) some studies even stated that laissez faire leadership will have a negative effect on employee performance as the decision making process will be chaotic (Chen et al 2005) compared to other leadership styles (Chaudhry & Javed, 2012). Nevertheless the relationship of Laissez faire on employee performance at SriLankan Airlines will be tested as it is one of the leadership styles identified in the model

H4.C Laissez Faire Leadership Styles mediates the relationship between Organization Culture and Employee Performance

3.4 Operational Definition

An operational definition defines the quantification of a metric that will be interesting in terms of the research subject. For the purpose of this chapter operational definition has been identified as specific domains measured in the identified constructs that are the focal point of this research.

3.4.1 Organization Culture

Table 3. 1 Operational Definition – Organization Culture

The operational definitions of organization culture has been based on the definitions adapted from Denison (1990)

Variable	Dimension	Definition
Involvement- This will include the testing of the level of commitment of SriLankan airlines employees and the sense of ownership within the employees	Capability Development	Capability development will look into continuously improving the skills of employees at SriLankan airlines keeping them competitive and updated on the business status, airline industry and the economy of the relevant markets.
	Team Orientation	All employees of SriLankan Airlines is to have a common goal and feel mutually accountable for the performance. The team's goals will be in line with the goals of SriLankan Airlines, thus the airline will rely on team effort to achieve goals.

	Empowerment	Employees of SriLankan Airlines have the ability to manage their own work and will have authority to initiate their own ideas. The authority placed on the employee will create a sense of ownership in the employee towards the objectives of the organization.
Consistency - Deals with achieving alignment and efficiency in the systems of the processes of SriLankan Airlines.	Coordination/ Integration	The different teams/ departments of SriLankan Airlines being able to work together to achieve shared goals where the boundaries of the airline set within the departments will not have a negative impact on getting the work done successfully.
	Agreement	Ability of SriLankan Airlines to reconcile the differences in arguments that arises and are able to reach agreement on critical issues.
	Core Values	Will test if SriLankan airlines has developed a clear set of values among the employees which has created a unique identity for the airline.
Adaptability – Capacity of SriLankan Airlines to change according to the external environment and the changes in the market.	Creating Change	Testing if SriLankan Airlines has processes laid in a way that it is responsive to change. Ability of the airline to successfully monitor and forecast the market conditions and reactivity to the changes in the market.
	Customer Focus	Assessing if the airline is fully aware of the customers' requirements and have monitored the situation in order to understand their future needs. SriLankan airlines should be driven by the need to satisfy the customer in order to improve performance.
	Organizational Learning	The extent to which SriLankan airlines understands the requirement of the company for the future and interprets signals from the environment into opportunities to improve innovation, develop employee capability and improve knowledge.

Mission – Assessing if airline is clear on the current status of the organization and are clear on desired destination of the airline.	Strategic Direction	A clear strategy has been developed within SriLankan Airlines that gives direction and purpose to the employees of the organization.
	Goals and Objectives	Realistic goals and objectives are assigned to each departments and each level of employment which are in line with the main goals of SriLankan Airlines.
	Vision	SriLankan Airlines has a long term vision that drives motivation and creates excitement for the employees. The vision of the organization will be long-term rather than the short term requirements.

3.4.2 Leadership Styles

Table 3. 2 Operational Definition – Leadership Styles

The operational definitions of leadership styles has been based on the definitions adapted from Lewin’s theory (1939)

Variable	Definition
Autocratic Leadership Style	Leader is the primary decision maker with the highest authority. Autocratic leaders are often task oriented and exercise power with the assumption that the followers are not capable of making good decisions, thus will have very little confidence on the followers
Democratic leadership Style	Believed to influence employees with the principles and processed of democracy such as encouraging equality, inclusiveness and self-determination among the participants. Group decision and group discussions are encouraged by the democratic leaders Democratic leaders are proven to have greater interaction with Employee and encourages teamwork
Laissez- Faire Leadership Style	Laissez Faire Leadership style also called delegate leadership exercise very little power or authority and lets the followers carry out the tasks the way they want to without direct supervision. There is no intervening seen by the leader thus giving compete freedom to the employees. This leadership is built on the assumptions that the followers are capable, creative, ambitious and takes responsibility to achieve the organizational

3.4.3 Employee Performance

Table 3. 3 Operational Definition – Employee Performance

The operational definitions of Employee Performance has been based on the definitions adapted from Motowidlo and Van Scotter (1994)

Variable	Definition
Task Performance	Technical job performance which is the behaviour associated with servicing and maintaining the technical core of the organization.
Contextual Performance	The interpersonal job performance which is the function of one's skill on interpersonal knowledge which will have an effect on the broader social environment in which the technical core must function
Counterproductive performance	Any employee behaviour that undermines the goals and interests of a business

3.5 Operationalization

Table 3. 4 Operationalization Table

Variable	Dimensions	Items	Source
Independent Variable - Organizational Culture	Involvement	Capability Development	Denison et. Al, (2006)
		Team Orientation	
		Empowerment	
	Consistency	Coordination/ Integration	
		Agreement	
		Core Value	
	Adaptability	Creating Change	
		Customer Focus	
		Organizational Learning	
	Mission	Strategic direction	
		Goals and objectives	
		Vision	
Dependent Variable – Employee Performance	Task Performance		Motowidlo and Van Scotter (1994), Williams and Anderson (1991)
	Contextual Performance		Podsakoff and MacKenzie (1996); Motowidlo and Van Scotter (1994)
	Counterproductive performance		Bennett and Robinson , (2000)
Mediating Variable – Leadership Style	Autocratic Leadership	Continuous supervision	Liden et al, (2014); Guay, (2013); Yukl, (1997)
		Employees are assessed based on the leader's view	

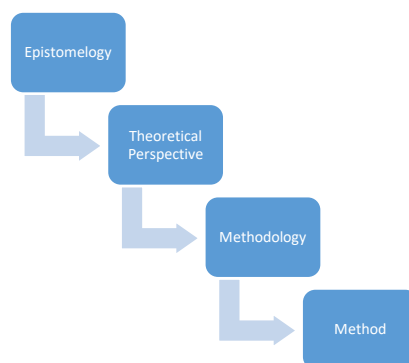
		Rewards and punishment are in place	
	Democratic Leadership	Employees are a part of the decision making process with the guidance of leaders Frequent and supportive communication from the leaders Competent employees	Piccolo et al, (2012); Bass & Avolio, (1994)
	Laissez Faire Leadership	Employees work on their own Employees complete and assess their own work No guidance from leadership	Asare, (2012); Mullins, (2006)

3.6 Research Models

When a research is being carried out, the researcher will have to initially identify the nature of the research and thereafter identify how the research is to be carried out. The sequence of a research has been researched by many scholars and many models have been developed. This section will be looking at some of the models that have been developed.

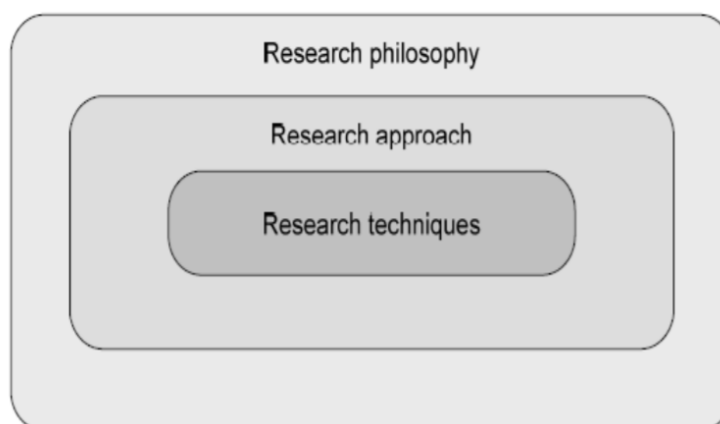
In 1998, Crotty came up with a model where he identified a model with four levels that identifies different stages of a research. Following were the 4 levels

Figure 3. 2 Research Model 1 (Source: Crotty, 1998)



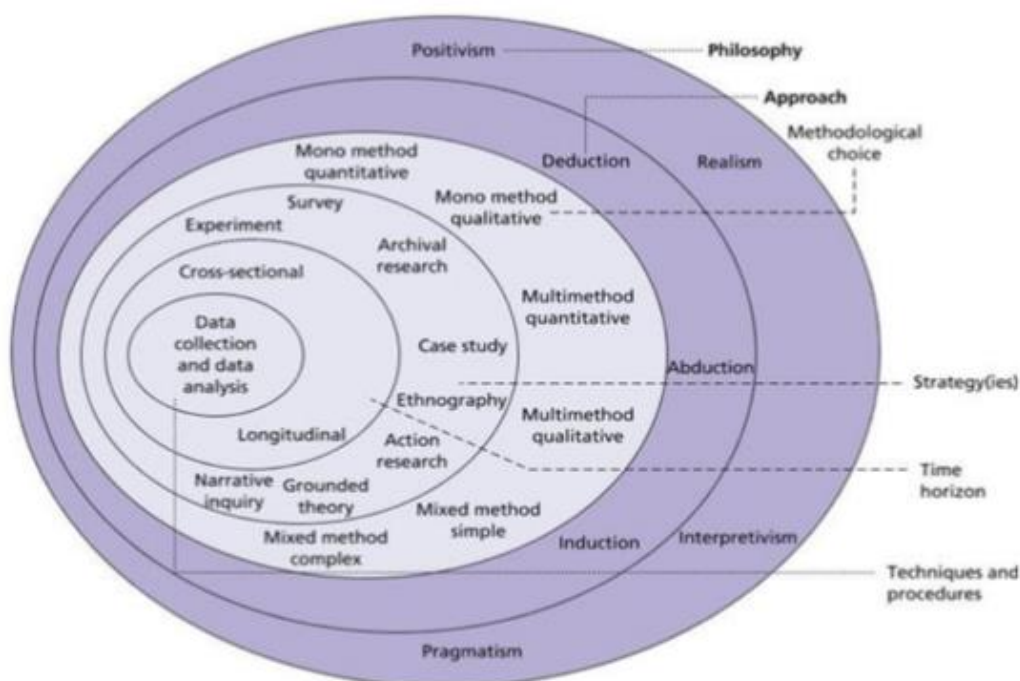
The nested model constructed by Kagioglou et al (1998) has focused mainly on the boosting of the detailed research approaches and the techniques involved in the research and three elements have been identified in the model. Namely Research Philosophy, research approach and research technique.

Figure 3. 3 Nested Research Model (Source: Kagioglou et al, 1998)



In 2012 the nested model was used by Saunders, Lewis, and Thornhill to form an extended version which was more detailed. The “onion model” which includes philosophy, approaches, methodological choices, strategies, time horizons, techniques & procedures depicts the full picture of a research design.

Figure 3. 4 “Onion” Research Model (Source: Saunders et al, 2012)



The model that will be used in this study is the onion model. Reason for using the model is solely because it is a systematic model which is detailed and is clearly defined. All the stages have been clearly defined and gives the researcher a better understanding of the upcoming stages thus giving the researcher better control of the conducting of the research and a better control of the timelines.

The following sub chapters will be discussing the contents and the selection of the methodology as per the guidelines given by the research onion model.

3.7 Research Philosophy

Research philosophy is the first step that needs to be considered in the research as per the research model presented by Saunders et al (2012). The importance of understanding the philosophy of the research at an early stage was further confirmed by Creswell (2013). Philosophical assumptions are the researcher's values, beliefs and the thoughts on the research subject matter. Research philosophies were grouped in order to reduce the complexity. Accordingly the three groups are ontology (Being), epistemology (Knowing), Axiology (Acting) and methodology (Denzin and Lincoln, 2000). Axiology is also referred to as methodology in the classification of Lincoln and Guba (1994).

- Ontology – Includes the assumptions the researcher makes about the nature of the study (Bryman & Bell, 2015). Ontology includes the factors of the reality of the research tested in the study.

Ontological assumptions can be classified into two, objectivist or interpretivist. Objectivist suggest that social phenomena exists independently while interpretivist believe social phenomena is a result of the changing world and therefore it is subject to change. In addition Easterby-Smith (2002) suggest that idealist assumption helps the researcher gain knowledge about the topic from different views while realism is object and is independent of social interactions though interpreted through social context. Positivist paradigm has been based on an assumption that social reality has an objective ontological structure that could come in handy when directing the quantitative part of research.

- Epistemology – Assumption on how the researchers accept and acquire knowledge for the study (Bryman, 2012).

The main concern of epistemological philosophy is to prepare the researcher with the adequate knowledge needed to successfully complete the research (Steup and Sosa, 2005). Positivist assumptions is to examine social phenomenon using the methods of natural science, while interpretivist assumptions will look into phenomenon of understanding the issue from the perspective of people who are related to the research subject. Also interpretivist is based on the assumption that reality is shaped by the historical and social facts.

- Axiology/ methodology – The main objective is to identify the values of the research and assumption on values the researcher has included in the study (Creswell, 2009; Miles & Huberman, 1994; Saunders et al., 2016). Methodology stage is used by the researcher to gather data and to validate the empirical data in solving the research questions (Creswell, 2009; Myers, 1997)

A valid assumption in the case of Axiology is that reality is either value free or value laden. In a value free environment the researcher collects data which is assumed to be independent and the objective is assumed to be identified and fixed (Saunders et al, 2012). Value laden suggests that data is biased by the perspectives already developed and the cultural experiences. Therefore it's clear that the values play a critical role in interpreting the results.

Moreover in the studies conducted by Guba and Lincoln (1985) an extended model was identified where four factors were identified which represents the three philosophical paradigms ontology, epistemology and axiology. These four schools of thoughts are positivism, post positivism, critical theory and constructivism. In the study done by Mingers (2003) these four were reclassified into 3 factors namely positivism, interpretivist and critical theory. The classification of Guba and Lincoln (1985) will be assessed below:

Positivism: Alvesson and Skoldberg (2009) states that positivism is when something is “put, set, placed or laid” and provides facts to the researcher. This kind is adopts the value free approach where studies are conducted to understand the reality (Bryman and Bell, 2011).

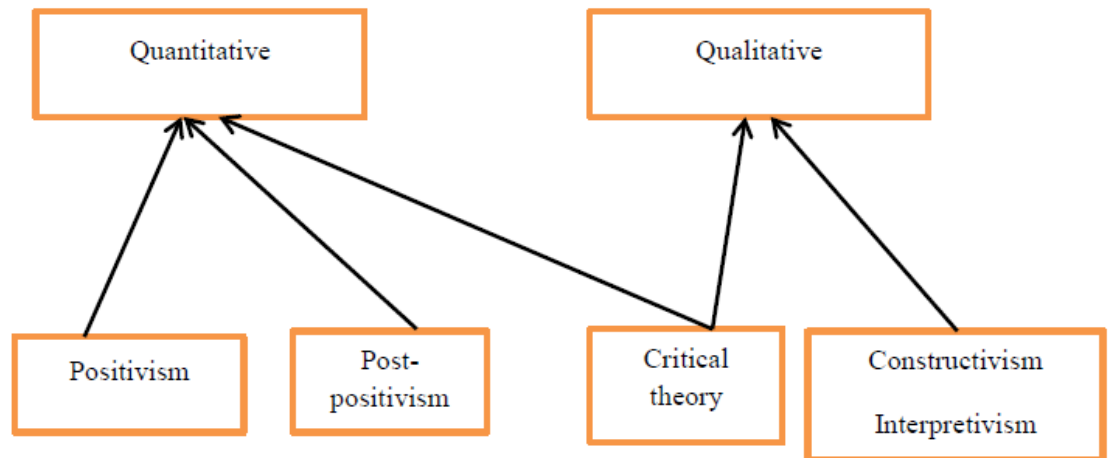
Post-positivism: This represents the traditional form of research and is mostly seen in quantitative study than the qualitative studies (Cresswell, 2009). This approach is identified to be similar to positivist approach and emphasizes on the view that the researcher is unable to arrive at a positive note on the research subject and is mostly seen when researching human behaviour. As explained by Bryman and Bell (2011) this concept is based on objectivism where the concept is that social phenomena is independent of the actors. This approach both proves the cause-law effect as well as focused on testing the hypothesis and theoretical assumptions.

Critical Theory: This theory considers social constructivism and positivism to be superficial and lack of theory in the approach in doing research (Alveson and Skoldberg, 2009). In this method it is believed that change is better than identifying an issue. This also states that social phenomena and the actors are not independent and that social phenomena changes according to the behaviour of the actor and the actor's view of reality (Bryman and Bell, 2011). Furthermore this states that the researcher's objective shapes the researcher's view of the study (Guba and Lincoln, 1985). Data gathering methods seen in this are interviews, observations which could either take a qualitative or a quantitative approach. Furthermore this concept aims to test a hypothesis that is based on literature review (theoretical concepts) (Bryman and Bell, 2011; Guba and Lincoln, 1994)

Constructivism: stems from phenomenology but as per the current studies it's also claimed that it is associated with postmodernism (Alvesson and Skoldberg, 2009). In this it is believed that the social phenomena is created by the actors (Bryman and Bell, 2011). This concept is similar to the critical theory where assumptions are based on subjectivism. The difference between constructivism and critical theory is that constructivism is based on the idea that groups of people forms the reality of output of social interactions. The data collection methods used in this are interviews and hermeneutics (Klein and Myers, 1999; Guba and Lincoln, 1994). Constructivism is a broad perspective and can be taken as an alternative to positivism or critical realism (Alvesson and Skoldberg, 2009) but is completely opposite to positivism and post positivism as they rely on deductive methods which have excluded qualitative aspect of research (Creswell, 2009; Alvesson and Skoldberg, 2009).

In this study positivism philosophies will largely be used, hypothesis will be developed and will be tested using data collected in the research (Creswell, 2009). On the contrary both critical theory and constructivism, interpretivism and subjectivism will not be promoted (Mertens, 1998), as these two theories adopts inductive methods where researcher tried to create subjective meaning from collected information (Cresswell, 2009). Following diagram depicts the methods of data collection adapted in each of the schools of thought.

Figure 3. 5 Method of Data Selection (Alvesson and Skoldberg, 2009)



Adopted from Alvesson and Skoldberg (2009) and Creswell (2009)

3.7.1 Selection of Positivist Research Approach

Based on the literature review, this research will adopt positivist approach. The positivist method will take a deductive approach (Hirschheim and Klein, 1992). Three fundamentals have been identified in the positivist approach, these are development of hypothesis or a conceptual framework, execution of the research through quantitative method and lastly discussion and recommendation on the research following analysis of collected data (Bryman and Bell, 2011| Creswell, 2009). In positivist approach hypothesis testing will be done through quantitative measures where relationships between constructs will be assessed and analysed with the use of quantitative tools (Bryman and Bell, 2011; Creswell, 2009; Alvesson and Skoldberg, 2009). In positivist theory the problem analysis will be done using measuring, observing, distribution of surveys, case studies etc (Mingers, 2003)

The main objective of this research is to identify the factors of organizational culture influencing employee performance with the mediating effect of leadership style. In a research adopting positive ontology it is recommended to identify the social and physical reality of the research subject (Orlikowski and Baroudi, 1991). In conducting positivist epistemology the researcher will be testing if a selected theoretical concept is true or false in the context of the research (Chua, 1986). In this study one of the objectives is to understand if the effect of the factors identified by Denison (1996) is as given in the study. Therefore as suggested by Chua (1986) the study will include a conceptual framework with the identified variables. Accordingly the conceptual framework for this will have the factors

identified by Denison (1996) as independent variables, employee performance as dependent variable and leadership style as mediating variable. The conceptual framework will be based on the literature review presented in chapter 2. In order to achieve the aims of the research the conceptual framework will be developed with rationale collected from the literature review (Cameron and Quinn, 2011). This study will be using positivist method primarily, however will adopt the post positivist approach as well, As such qualitative data collection and analysis will be used to further justify the findings of the quantitative method (post-positivist approach). However critical theory and constructivist approach will not be selected for this study as they adopt a relativist/subjectivist approach which will identify an interrelated relationship that is seen between researched objective and the researcher (Guba and Lincoln, 1994; Mertens, 1998).

3.8 Research Approach

When conducting a research, studies have stated that it is important the researcher bases the research on a theory that has been introduced in order to get a strong foundation to the research (Bryman, 2012). Identifying the suitable research approach is vital in order to understand the relationship between the identified theory and the social context that is being researched (Bryman and bell, 2015). The difference between inductive and deductive approaches was studied by Saunders et al (2009). Deductive approach is to identify a theory and to understand the theory while collecting information/ evidence (Saunders et al, 2009). Inductive approach is where the researcher takes an interpretive approach using the collected data where initial stages would include the collecting of information which will be used to build up theories based on it. In inductive approach the theory would follow the data as opposed to that of deductive approach. (Pathirage, Amaratunga, & Haigh, 2008). In 2016 Saunders et al. introduced the third approach type which was a combination of both inductive and deductive. This hybrid version was called abductive approach (Saunders et al, 2016). This study will mainly be on a deductive approach.

3.9 Research Method

Flick (2009) has further examined the approaches the researcher can use in the study and has come up with quantitative and qualitative approaches. Quantitative research is mostly used in a deductive approach (Bryman, 2008) where a theory is tested using quantitative methods following the process of data collection and data analysis. Qualitative research will use an inductive method where the data gathered will be used to generate theories. Earlier research done by Denscombe (1998) states that the two approaches cannot be

distinct and that it can be adopted for either deductive or inductive methods. This argument has later been agreed by Flick (2009) who introduces the third method called mixed method where both Qualitative and Quantitative methods will be used.

The positivist methods that has been translated as quantitative research in social sciences will test positive hypothesis through gathering of data collected through verified sources (Anderson, 2004). In positive research objective is to come to a general conclusion on researched subject through deductive measures. This objective can be achieved through gaining of access to fundamental laws of employee behaviour. The researcher should ensure a legitimate generalisation is done in the positivist mind. Knowledge gained through observation is subject to biasness of the researcher, as opposed to arriving at a conclusion through quantitative method based on a large number of numerical data collected through a rigidly designed process (Potter, 2000). By using quantitative methods there maybe elimination of the need to interpret information and underhanded dismissal of the fact that every researcher is subject to being bias (Schutz, 1972).

In terms of qualitative research, the researcher will get the data from the employees in its full form as the questions are not restricted and the participant has the opportunity to describe a situation. In order to eliminate the researcher being bias and to achieve an untainted picture. Qualitative methods are usually used in the design of the research prior to the conducting of the survey. This is deemed to be important for the validity of the data acquired. Qualitative research usually involves open ended questions in order to make a general conclusion on the research subject.

The three differences between qualitative and quantitative approach identified by Wimmer et al. (1994) are as follows

1. Philosophy of reality is contrasted – quantitative research identifies and views reality objectively where each and every elements involved are singled out. Qualitative method takes a holistic view where the elements are not subdivided.
2. Difference in the way each approach considers an individual – Quantitative approach look at each individual in the same base where as qualitative approach believes each and every human being is different in their own way
3. Quantitative research attempts to originate general laws of behaviour and rationalise matters over many settings while qualitative research produces a singular denotation concerning a given condition or human being.

Mixed approach will increase the strength of information collected while being able to get in depth understanding of the facts collected (Goodwin and Goodwin, 1984), furthermore it was stated that an approach that's involving both qualitative and quantitative approach will be more meaningful and robust and will not be able to gain the same quality if either quantitative or qualitative approach was used in isolation. Furthermore Creswell (2003) and Onwuegbuzie and Teddlie (2003) contends that both quantitative and qualitative research has its own pros and cons, thus the merge of both approached will be useful in order to reduce the gaps found in each of the approached. However the recent studies carried out on mixed methods stated that, use of the mixed method to validate the data collected by another method (triangulation) will lead to manipulation of data (Gorard, 2007). Hammersley, Martyn (2008) states that triangulation is used in three different ways such as triangulation as a validity check, indefinite triangulations where one situation is looked at in different point of views and thirdly triangulation to seek complimentary information.

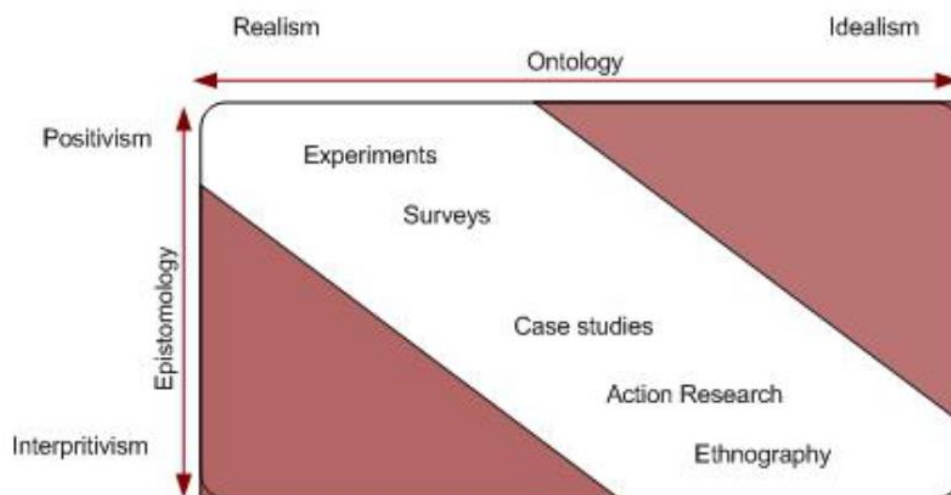
A number of theoretical positions and philosophical stances on organizational culture and how it impacts employee performance was identified in the Literature review section. This research has two main objective first is to identify the gaps in literature and practices of how organization culture can improve employee performance and the second objective is to understand how leadership can improve and enhance the relationship of culture and employee performance. This research involves the meanings attributed by employees on corporate culture, employee performance through corporate culture and leadership in an airline. These meanings can be interpreted as the perspective of employees in the airline on how organizational culture manages the performance of employees. Furthermore the research will understand the significance of impact of each of the identified entities of culture through a positivist approach (cultural web model will be used as mentioned in literature review). Considering all these the researcher have selected mixed method approach. As Hitchcock and Hughes (1995) has suggested, quantitative approach will be used to explore the culture of SriLankan Airlines while qualitative approach will be used in order to study the aspects that are unable to be collected through the quantitative approach (triangulation to seek complimentary information)

3.10 Research Strategy

The research strategy is the academic way of conducting research which the researcher will follow in order to answer the research questions that have been developed (Bryman, 2008; Punch, 2005). The research strategy will be based on any of the research approaches that were defined in the previous subchapter where both qualitative, quantitative and mixed methods were explored. Five different types of research strategies were identified by Denscombe (2010). These are action research, ethnography, grounded theory, case study and phenomenology. Each of these 5 strategies has its own purpose. As per Easterby-Smith et al (2008), Remenvi et al (1998) and Saunders et al (2016) the types of strategies are experiment, survey, case study, and ethnography and action research. In order to select a suitable research strategy, research questions and objectives, time and resources available, philosophical approach and existing knowledge available on the research subject are to be considered (Saunders, 2016).

Yin (2003) suggested that the research strategy should be selected based on type of research question, degree of focus on historical or contemporary events and the degree of control the researcher has over the actual events. Likewise there are many research strategies with different characteristics. However there exists overlaps with the various research strategies hence the objective should be to select the most suitable and advantageous strategy for the research (Yin, 2002). Sexton (2003) introduced the model below where the research strategy can be mapped as per the research philosophy. As per the model the research strategy will be selected considering both research philosophy and research approach.

Figure 3. 6 Research Strategies within the Philosophical Continuum (Source: Sexton, 2003)



The above figure depicts the position of the survey approach in relation to the other research strategies identified. It's also shown that Experiments and surveys takes positivism and objectivism positions. Furthermore experiment research strategy was considered less suitable for this research as it would not give the researcher much control over the phenomena used in the research as experiments tends to manipulate independent variable to observe the change in the dependent variable (Collis and Hussey, 2009), which is not possible with the proposed researched. As this research is focusing on positivist epistemology and realistic ontology, action research and ethnography research are not suitable as per the figure. Furthermore Yin (2014) suggests that experiments are mostly undertaken in laboratories under controlled environments where the phenomena and context are separated. Relationships/trends are identified through observing the effect of dependant variables while controlling the independent variable in experiments. This research falls under the constructivism (between realism and idealism) and Positivism stance.

Ethnography strategy requires the researcher to be a part of the study in order to understand the study as explained by EasterbySmith et al (2008). However though the researcher is an employee of SriLankan Airlines, it will be impossible to be an understudy given the magnitude and the scope that's to be covered in the study. Therefore ethnography did not seem to be a viable strategy to be used in the study. On the other hand grounded theory is derived from the data that will be gathered in a systematic way and analysed through and iterative research process (Bryman, 2008). As per Strauss and Corbin (1990) Grounded theory looks at developing an integrated set of theories or concepts that will provide a thorough theoretical view of the subject under study. This strategy would be the second option however as inquiring of organization culture sought phenomena in a real life context Survey approach was found to be more appropriate for this study.

3.10.1 Selection of Survey Approach

This study has adopted the survey approach to achieve the objectives of the study while testing the developed hypothesis. Accordingly a questionnaire has been used as the primary method of data collection followed by an interview. The selected respondents of the questionnaire were the employees that are in the selected sample framework which

included the employees from grade 6 to 13. The objectives of the survey were in line with the research objectives. Survey approach has been selected for data collection as data is collected from each individual. As per Dwivedi (2010) survey approach is favoured in the cases where the research is conducted on an individual. When considering time, cost and accessibility factors, survey approach can be seen as a favourable option. The selection of survey method is owing to the size of the population and the fact that this research is done based on the opinion of several individuals. With the several number of respondents, survey option resulted in savings in terms of time and cost and also was more practical and reduced researcher biasness.

Moreover the most suitable approach for the study was also determined based on type of theory and the relationships proposed in the framework. As identified in the introductory chapter the proposed model has several hypotheses that needs to be tested in order to arrive at the conclusion and the recommendations. Therefore the data gathered through the various data collection methods will have to be analysed (statistical methods for quantitative information and thematic analysis for qualitative information)

3.11 Data Collection

Once the research strategy is selected, the next step is to identify the data collection methods that will be adapted in this study. As per Denscombe (1998), this part of the study does not look into which method is better in terms of theory or which goes with the design of the study, rather the data collection methods the researcher prefers to use amidst the limitations will be looked at. Five data collection methods have been identified by Robson (2002). Namely Questionnaire, interviews, Observation, test and documents. When assessing the usability of the above mentioned methods, in this study the researcher will mainly use quantitative methods to better understand and improve the accuracy of the findings and will also use qualitative data collection methods to obtain complimentary information needed for the research. Bowen (2005) states that the triangulation method will ensure all data is captured and validity of the data improved (Seale, 1999). Accordingly, two data collection methods have been used in this research. Firstly in order to understand the Organizational culture and the relationship of the elements of culture towards improved employee performance of SriLankan Airlines, questionnaires was used as the main data collecting method. Secondly to gain in-depth knowledge for the managerial

implications interviews were held. The procedure of both data collection will be discussed at the next subchapter where the sampling techniques will be discussed.

3.11.1 Questionnaire

Quantitative data collection method used in this study was a questionnaire. The questionnaire was developed using the original questionnaire done by Denison (1996). However as the dependant variable is employee performance as opposed to the model used by Denison (1996) and due to the inclusion of a mediator (Leadership styles), the questionnaire was modified. This method will be the main method of data collection and was used as it allowed the researcher to get honest responses since the participants are more comfortable stating their opinion on paper without being bias to the researcher. This aspect is important as the researcher is also employed in the organization and has access to the top management. The questionnaires were distributed to the target sample via email as all employees in the target sample had a desktop/laptop to take part in the survey. The terminology used in the questionnaire was simplified using the terms used in the interview to improve clarity of the questions given in the questionnaire. This aspect was important as the respondent was unable to request for a clarification (Bryman, 2008).

3.11.1.1 *The Pilot Study*

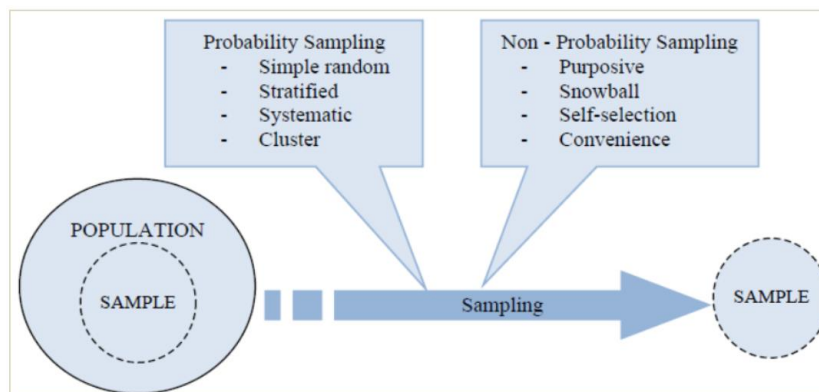
A pilot study is a small scale trial run that is usually taken place before a major study (Polit, London and Martinez, 2001). Teijlingen and Hundley (2002) confirmed this stating that a pilot study is a mini version of a full scale study and will also act as a pre testing tool. Some advantages of using a pilot study is that it tests the appropriate research tools, tests the effectiveness of the questionnaire, identifying the resources needed for the research beforehand, designed questions can be tested before the main run, ensuring validity of all questionnaire and giving the researcher an understanding of the time required to conduct the study (Teijlingen and Hundley, 2002). Five voluntary participants will be used for the pilot study. Amendments suggested by the participants of the pilot study will be made prior to moving to the main survey.

3.11.1.2 *The Sample*

Requirement for sample resulted due to limitations of using input from an entire population for a research. Saunders et al (2016) has stated that sampling plays a critical role in the accuracy of a research. Selection of the sample is based on the objective of a

research. Factors such as limitations in time, money and accessibility to information have to be considered when sampling. There are two types of sampling namely ; random sampling where the chance of an element being selected is common to all elements or non-random sampling where the chance of an element being will vary from element to element. Kumar (2011) states that in a qualitative research sampling is not important whereas the importance of sampling in a quantitative study is high. Sample methods under each sampling type is illustrated in the figure given below (Saunders, 2016).

Figure 3. 7 Quantitative Sampling (Saunders, 2016)



Probability sampling requires the random selection of units. As given in the above image, there are many types under probabilistic sampling. In designing the sample, stratified sampling will be used. Currently SriLankan Airlines have employed over 7000 employees. The target population are all the current employees at SriLankan airlines that satisfies the following criteria

1. Permanent employees who have completed 2 years of work experience at SriLankan airlines.
2. Permanent employees above grade 8.1 (grade 8.1 and above employees are involved in decision making)

Employees that satisfies the above criteria comes to a total of 1292 employees. That will be the population for the research. In determining the sample size Cochran's Formulae (1977) has been used. Cochran's formulae suggests a sample size of 298 (95% confidence level and 5% standard error). Non response rate considered for the study is 50%. Therefore 600 questionnaires are to be given out to get the expected responses.

The sample frame for the research would include both operational employees as well as employees in the commercial field. Technical staff (Pilots and engineers) have a different grading system. However the grading system was benchmarked with the general grading system to arrive at a more generalized outcome. Stratified sampling method will be used. The two groups considered will be office functions vs operational. Each area would be given 300 questionnaires each (Online survey). Sample size would be 298 (Justified above using Cochran's Formulae).

A positivism paradigm will be used for data collection. Denison organizational cultural survey (2009) will be used to collect data. Three measurement scales will be used to capture the information. Namely they are nominal, ordinal and interval scales. Nominal and ordinal scales will be used when the responses are measurable and nominal scales will be used in correlating the categories of data in the quantitative study, whereas interval scales will be used to rank/identify the level or attitudes or opinions. Likert type scales were mostly used in the Likert scale, respondents will be offered 5 pre-coded responses.

3.11.1.3 Increasing response rate

Few measures were taken by the researcher in order to ensure high response rates. Denscombe (1998) suggests that the questionnaire should be kept short as possible (4 pages) while printing one sided on coloured paper. Therefore the researcher ensured the questionnaire is visually attractive. After reviewing and rearranging the questionnaires, the total number of questions in the final questionnaire was 122 (Annex 1). The self-administered questionnaire was posted or presented to respondents by mail along with a pre-paid postage return envelope as well as an electronic copy of the questionnaire being provided for those who asked for one. In addition, each questionnaire was accompanied by a covering letter provided by the researcher, on University of Brunel headed paper, explaining the aims and objectives of this research. Respondents were assured that their answers would remain confidential and would be used for academic purposes only. Furthermore the researcher followed up with the questionnaire ensuring at least one reminder will be given to staff that has not responded. Name of the participant was not made mandatory in order to maintain partial anonymity and to ensure the participants that the responses will not be held against them at any point. Each respondent will be provided a unique serial number which will be generated at the point of the questionnaire being

distributed. The assigning of a unique serial number has been suggested by Denscombe (1998). Though many studies suggest a lucky winner to be selected through measures such as interviews (Robson 2002; Priebe et al, 2010), the researcher will not be deploying the methods as it may not be seen favourable in the culture of SriLankan Airlines.

3.11.2 Interviews

Interviews can happen either face to face or by means such as the phone. Face to face interviews require both the interviewer and the interviewee to be in the same location physically whereas phone interviews happen when both parties are unable to make it to the same location. A study comparing both face to face and telephone interviewing was done by Sturges and Hanrahan (2004). The findings of the study revealed that there is no such significant difference between face to face interviews and interviews held using electronic means when conducting qualitative interviews. Also Cachia and Millward (2011) states that telephone interviews are appropriate and that it can be used in a qualitative research. Therefore in this study telephone interviews will be used.

There are three types of interviews; structured, unstructured and semi-structured interviews (Thomas, 2009). Structured interview is similar to a questionnaire where all the questions that will be asked from the interviewee are pre planned, these questions are usually short and seeks a direct and specific type of response (Hitchcock and Hughes, 1995). The interviewer has more control of this kind of interviews as the questions will be done by the interviewer and the options of the answers are always predefined, furthermore some of the questions included will be closed questions which would be a simple yes/no answer and some questions may include scales or options (Altrichter et al, 2008). Unstructured interviews involves having a conversation with the participants where most of the questions will be open ended question thus the interviewer will not be able to have a proper structure for the interview and will likely be driven in the direction the answers takes. (Streubert and Carpenter, 1999). The advantage of unstructured interviews is that it allows the interviewer to gain an in- depth understanding of the research topic and will also be able to identify new avenues of the research subject. However unstructured interviews as opposed to structured interviews take a long time of the researcher and will be very difficult to analyse though the unstructured interviews may capture more information. Semi structured interview which offers a bridge between the structured and unstructured interviews will therefore be selected for this research as it will provide easy analysis as well

as in-depth information. This has been confirmed by Denscombe (2014) who suggested that semi structured interview lets the researcher deal with different elements of the research question in a more in-depth matter while not taking too much of time of the researcher.

3.11.2.1 Design of the semi structured interview

The order of the semi structured interview was not kept constant and deviation of the flow of the interview was allowed as per the responses with the possibility of additional questions being asked. Prior to the interview, permission would be obtained from the interviewees. The phone interviews will be held prior to the surveys to gain an in-depth understanding of organizational culture and the elements contributing to the culture of an organization.

In order to increase the validity and reliability of the research a pilot study will be done with three voluntary experts. The pilot study would look at the questions of the interview, the time that should be given for each respondent and the environment that the study should happen. The pilot study assessed the clarity of the interview questions and as it showed that the allocated time was not sufficient the researcher decided to allocate more time. As per the pilot study held on the interview, further changes were made in the semi structured interviews to reduce disparities in the interview. The semi structured questions used in the interview can be referred in Annex 2.

The interview will be taking a qualitative approach. As for the determining of the sample, the studies have revealed that the sample size is not as important in qualitative research as compared to quantitative research (Kumar, 2011). The sample is to be addressed prior to carrying out the study (Saunders et al., 2016). However Francis (2010) suggests that in an interview sample size cannot be pre-defined as the interviewer will have to interview participants until no new ideas emerge or when data saturation is achieved. In this study snowball sampling was used as the objective of the interviews is to gather information on organization culture as much as possible. Interviews will be conducted in English and the selected sample for the interviews is 10. Initially cultural web will be explained by the interviewer and the interviewee will be given the model that will be used for the study. Thereafter each element in the cultural web will be assessed in order to identify the importance of each.

3.12 Data Analysis Procedures

Data analysis stage is a critical stage of any study where data gathered is processed and analysed to arrive at a conclusion. This stage consists of the following

Figure 3. 8 Data Analysis Process



The above stages would be carried out with the objective of answering the research questions. In the case of a mixed method, the stages would be carried out for both quantitative and qualitative study and then recombined to test the initial proposition of a study (Yin, 2014). Strategy for data analysis will be developed in this sub chapter in order to reduce potential analytical difficulties that may arise during the study of the collected data. Various data analysis methods have been introduced. It was noted that when identifying the analysis methods it is important to note the philosophical stance of the study (Easterby – Smith et al 2008). Therefore the research will adopt the analysis procedures pertaining to both quantitative and qualitative research. Namely, descriptive statistics and thematic analysis. Descriptive statistics will be used to identify the trends of the data gathered by the questionnaires and to present the data which was resulted from the quantitative study. For responses obtained from the qualitative methods such as interviews and focus study, thematic analysis will be used to analyse the responses. Content analysis was used when analysing the documents related to the study and to validate the framework. The following section will discuss each of these methods.

3.12.1 Analysing the Questionnaire

Out of the three data collection methods, analysis of the data gathered by the questionnaire method will be discussed. Questionnaire will be used to carry out the quantitative study of the research. Three types of data variables were identified to be gathered from questionnaires. Namely they are behaviour, opinion and attributes (Dillman, 2000). While behaviour indicates the respondent's experience on the research topic, opinion declares if the respondents agree with the points gathered in the pilot study by the researcher on the research topic. Attribute variables will inquire the characteristics of the respondents such as grade of staff, age etc (Dillman, 2000). Descriptive statistics will be used in analysing the data collected by the questionnaire and presenting the data collected in a clearer way. Suitability of descriptive statistics was noted by Shannon (2000) and SPSS

is the most well-known software that could be used for the purpose of carrying out this method effectively. Once the questionnaires were completed data was fed into SPSS for the analysis. Five different areas were under investigation which was derived by the research questions. Namely there are “Does SriLankan Airlines have a strong culture?”, “Where are organizational cultural interventions required to establish employee performance at SriLankan Airlines?”, “What is the level of employee performance levels currently seen in the organization?”, “What is the effect of Organization culture on leadership styles?”, “Does leadership style have a direct impact on employee performance?”, “What is the effect of Leadership style on the relationship between organizational culture and employee performance? And what is the preferred leadership style?”, “To what extent will theoretical framework require modification to be relevant to its research context?”

In order to obtain the level of agreement from employee’s ordinal scale such as likert scales which are nonparametric tests were used. The likert scale was given 5 agreement levels ranging from strongly dis agree to strongly agree. The numbers 1,2,3,4 and 5 respectively were used to represent the agreement level in order to improve clarity. If the response was 3 it would go as a neutral response and anything over would be positive towards variable and anything negative would be opposing the relationship with the variable. The allocated weight and the degree in the likert scales is given in the table below

Table 3. 5 Allocated Weightage in Likert scale

Scale	Unimportant	Less Important	Moderately Important	Important	Very Important
Scale	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Value	1	2	3	4	5
Weight	0%	25%	50%	75%	100%

The highest possible attainable score is 100% which is strongly agree or very important. The objectives and the research problems will be addressed with the selected appropriate statistical analysis. Accordingly the following statistical techniques will be used in achieving the study’s aim;

- Descriptive Statistics - This involves processing raw data (collected from the questionnaire) into a more meaningful and presentable information. The analysis will include central tendency measures such as mean, mode and median, dispersion measures, frequency tables and diagrams (Bryman and Bell, 2011)
- Correlation statistics – This type will identify the trends in the collected data while trying to prove the relationships among variables. The matrix of correlation will involve the coefficients of the subject variables (variables in the conceptual model) (Robson, 2002). When analysing the correlations the following limits will be taken into account.
 - Very low correlation < 0.2
 - Low correlation $0.21 - 0.4$
 - Moderate correlation $0.41 - 0.7$
 - High correlation $0.71 - 0.91$ (Pfeifer, 2000)

Pearson correlation will be used in the study to check the correlation between variables.

- Regression Analysis – Regression analysis will assess relationships within variables where certain variables in is a function of other independent variables in the conceptual framework. Likewise it will be used to assess the relationship within one single dependent variable and a few independent variables (Hair et al, 2010). For an instance in this study linear regression analysis could be used to check if there is a direct relationship between organization culture which is the independent variable and employee performance which is the dependent variable. Multiple regression is another method which is used to analyse research hypothesis. This study will use multiple regression analysis to predict the outcomes based on the predefined levels (Field, 2009). The underlying assumptions of the study were tested using multiple regression analysis in order to validate the results of the study. The relationship of independent variables and dependent variables will be analysed using the appropriate correlations of coefficients for all the variable pairs. Multicollinearity will be used to test the multicollinearity among the independent variables through the use of variance inflation factors (VIF).
- Factor Analysis – the correlations of multiple variables could be performed from factor analysis with the main purpose of summarizing a large number of variables in to a small number of factors. The technique will further asses the numerical nature and the structure of the underlying factors which will have an effect on the relationship

between a set of variables (Schwartz, 1981). Coefficient table will be the factor matrix which will indicate the correlation between the factors and variables included. These elements are also called as factor loading.

3.12.1.1 Validity

De Vaus (2001) has discussed internal and external validity which he states is a critical aspect when developing an effective research design. Maintaining the validity of the research is important in order to ensure the validity of the results achieved from the study, where the relationships between the variables are understood. Importance of maintaining the validity within the scope of the research is important when generalizing the findings to the external context which is beyond the study (Robson, 2002). Bassey (1999) has suggested that the validity of the results gained from a study in relation to case studies may be low when being generalized since it's a study of singularity, in this study its SriLankan Airlines. However Bush (2011) suggests mixed method to be used in order to improve validity by cross checking the responses through different research approaches (quantitative and qualitative).

Content Validity – In this test of validity the researcher will look into the validity of the measurement scales to assess the accuracy of the area of measurement taken for the study (Cooper and Schindler, 2001). In this study data was validated through methods such as deriving research questions from literature review conducted and Source of judgement was only from reliable professionals.

Construct Validity will be improved through measures such as the multi trait and the matrix of multi method correlations (Cooper and Schindler, 2001) and correlation analysis which will include convergent and discriminatory validity factor analysis. Convergent Validity will be used to validate the items/variables used to measure the elements that are positively correlated (Parasuraman, 1991). This is also related to criterion validity (Zikmund, 2003) also it assess the degree to which two measurements are related to another correlation as a clear indication about the measurement variable in question. In order to confirm the validity inter item correlation is to exceed 0.3 while item to total correlation is to be above 0.5 (Robinson, 1991) however Cohen and Cohen (1983) introduced larger correlations of ($r = 0.5$ to 1). Whereas discriminant Validity will check if items that are from different constructs are not correlating too significantly (Hair et al, 2010). This type of validity

experiments that measurement of the theoretically unrelated variables do not correlate with each (Brown, 1993).

3.13.1.1 Reliability and Trustworthiness

Reliability outlines the extent to which the research outcome can be used in different occasions with the same result that was achieved in the study (Hitchcock and Hughes, 1995). Though the researcher has tried the level best to improve the findings to be relevant to other countries, the research subject is such that it will change as per the different social context. Possible ways to improve the reliability of a study is to have a detailed research procedure where everything will be documented (Flick, 2009). The researcher believed that the detailed research methodology and design chapter of this study would help improve the reliability of this study. In qualitative research, reliability will not be a measure as stated by Thomas (2011). In this research I have used mixed method therefore reliability will be tested in the quantitative research. Apart from reliability and validity, the trustworthiness also will be looked at.

Trustworthiness was introduced by Flick (2009) as an alternated concept to validity and reliability. Flick (2009) highlights the importance of prolonged engagement, mixture of research methods and persistent observation in relation to collecting data and ensuring trustworthiness. In keeping up with the conditions stated above, data was collected using two different strategies. Transcripts were used for the coding of the interviews and focus groups following open ended questions being included in the questionnaire, triangulation method was used to ensure multiple methods being used.

3.13.1.2Hypotheses Testing

As suggested by Hair et al (2010), multiple regression analysis has been selected in order to test the hypotheses developed in the study as it has been recognized and widely used in studies to analyse relationships among constructs. The tool used to perform regression analysis is SPSS. Before the regression analysis several other tests are to be done on the data as suggested by Hair et al. (2010). These tests are data cleaning and screening (checking for outliers and missing data), Multicollinearity testing (testing if the independent variables are overly correlated), Linearity testing (identifying the relationship between each and every construct), normality test (Understanding the distribution of the data), homoscedasticity test, descriptive statistics on demographics, item analysis, factor analysis

and reliability analysis. In this study homoscedasticity test was used to understand the situation where the conditional variance of the residuals around the line of regression which understands the type of relationship are treated as constant. The conditional variations include the variability of the residuals around the forecasted values for the identified values. The failure of this test may indicate that the study is using wrong perceptions of the standard error which reflects the significance of the tests. Levene's homoscedasticity test was adopted in order to check the homoscedasticity (Tabachnick and Fidell, 2007). Following the test of homoscedasticity the researcher adopted factor analysis to identify the individual reliability of the sub constructs to ensure if any of the factors are contributing in a negatively towards the total reliability of the construct. Subsequently descriptive statistics would be use to assess the responses for each of the question in the questionnaire. Test on demographics will be done to ensure that the sample is representing the population correctly. Finally regression analysis will be performed in order to identify the relationships between constructs and also to validate the conceptual model developed by the researcher. As an advanced step the researcher will also use the Hayes approach to identify the effects of the mediator and also will adapt structural equation modelling using the SMART PLS software to further evaluate and justify the developed conceptual framework.

3.13.1.3 Methods of Analysis – Parameters

As described previously this study will use the quantitative survey as the main study in the research where descriptive statistics will be used when analysing the data collected along with correlation analysis and regression testing. In descriptive analysis the researcher has used mean, minimum/ maximum and standard deviation. These were used in order to identify and present the figures in a more meaningful way. Pearson's; correlation coefficients were also used to identify relationships. Furthermore linear regression analysis was used to identify the significance of relationships. All analysis was done with the objective in mind and for the purpose of testing the hypothesis.

Table 3. 6 Methods of Analysis

Analysis	Purpose	Technique	Value	Source
Outliers (Univariate/Multivariate)	Identification of an extreme value of a response which is completely off from the other responses	Stan Score (z score), Mahalanobis D ²	Value ≤ 3 D ² /df < 3 or p < 0.05	Hair et al (2010)
Normality	Ensuring the data is normally distributed and linear	(k-S) test, Q-Q plot	P > 0.05	Shapiro and Wilk (1965)
Homoscedasticity	Assumption on the dependant variable that it gives equal significance to the independent variables	Levene's test	P > 0.05	Hair et al (2010), Pallant (2007)
Multicollinearity	To check if the independent variables are weakly related	Pearson's correlation, linear regression	Value < 0.8, VIF < 10 and tolerance > 0.1	Tabachnick and Fidell (2007), Myer (1997)
Demographics	To assess the profile of respondents and to gain a general idea on the company profile	Mean, Median, Mode, Standard deviation, cross tabulation, Frequency		
Reliability and Validity	To assess the level of errors	Cronbach's alpha, Item to total correlation	α > 0.6, Value > 0.3	Cronbach (1951), Hair et al (2010)
Factor Analysis	Scaling supported by data	KMO test, Bartlett's test, Communality, Variance/Loading	Value > 0.6, Value > 0.3, Value > 0.3, Value > 0.3	Kaiser (1974), Bartlett (1954), Hair et al (2010)
Model Measurement	Testing of the mediator	Regression and multiple regression	p < 0.05, R ² , T-test, F and β	Hair et al (2010), Baron and Kenny (1986), Aiken and West (1991)

3.12.2 Thematic analysis (Analysis of Interview responses)

Thematic analysis is used to analyse qualitative data (Yin, 2014). There are different methods identified under qualitative analysis based on interpretations such as thematic analysis, grounded theory, discourse analysis, content analysis, narrative analysis and conversation analysis (Denscombe, 2014). For the purpose of analysing the responses to open ended questions in the questionnaire, interview and the focus groups thematic analysis was used. Thematic analysis allows the researcher to identify, analyse and report themes within data collected (Braun and Clarke, 2006) and also describes the data in rich details. Thematic analysis provides many advantages and thus is one of the most commonly used methods. Advantages are namely (Borell, 2008): highly fixable, doesn't require much of experience in the area of qualitative research, useful tool to summarise the key features of a detailed set of data, ease of learning and practicing, can identify the similarities as well as differences across data sets, interpretation of social and psychological aspects of the data, Can look "outside the box", useful method for working within the scope of the researcher,

Braun and Clarke (2006) has identified 6 stages in thematic analysis which will guide the researcher.

Table 3. 7 Stages in Thematic Analysis

Stage	Description
Familiarization of your data	Read the transcribed data (from audio to text) as long as the idea is in your system.
Initial coding	Coding the interesting features that can be found in the data set in a systematic way. And once the entire coding is done, collating of the data belonging to the same code
Searching for possible subthemes	Identifying the subthemes using the coded data and collating the sub themes
Reviewing sub themes	Checking of the practicality of the sub themes in relation to the coded data (level 1) and thereafter the entire data set (level 2)
Defining and naming themes	Ongoing analysis in order to refine the specifics in each theme. Identifying the overall story what the data set is trying to tell. Generating clear names for each of the theme identified.
Completing the report.	Representation of the themes and sub-themes as suggested by the codes. Final analysis of the extracts and report writing.

3.13 Ethical Consideration

When conducting a research on social behaviour, many ethical considerations have to be taken. The research will have to be done after studying the rights of the employees as suggested by Neuman (1995) and should be of best interest of the employee's interest. In order to mitigate the issues concerning ethics, few aspects such as confidentiality, privacy and voluntary acceptance has been looked into as contended by Christians (2000). This research has taken many measures to mitigate issues concerning privacy, confidentiality and voluntary aspects. Initially the researcher obtained approval from SriLankan Airlines after submitting a detailed report on the contents and the aspects covered in the report. In terms of the online survey, the survey was emailed to the respondents personally and the survey had an introductory page which included a description of the survey that is being carried out along with the researcher's objectives. The participants will also be informed of the purpose of the study and how their responses will be used in the study. In the case of informed consent, the questionnaire will also mention that participation is not a must and the participant can opt out at any time (Initial consent will be required in the questionnaire). In terms of interview the participant will be given a verbal explanation of the research on the purpose and a brief on methodology of the study. The consent of the respondent will be taken through an information sheet which describes the same as above. In the case of an observation, it will only be done with the consent of the relevant authorities/person.

Confidentiality and anonymity was ensured through several measures. The information that could identify the respondent such as name and staff number was not obtained to ensure confidentiality and privacy of the respondent. This was also done as the researcher herself was an employee of the organization thus did not want to retain personal information of an employee. The forms of consent signed by the respondents will be kept only in the possession of the researcher and the participant. Confidentiality of the responses will be ensured.

In order to improve transparency of the survey, if any participant of the survey wants to see the results of the study, a summary of the results pertaining to the survey will be given for reference. (This will be only on request). All participants are entitled to see what the outcome of the study is without any constraints.

Furthermore the researcher has considered 3 types of risks of the study as follows

Risk to participants - Potential risk to participants are leakage of survey information due to technical issues that could be a threat to leaking of confidential information of the participants. However the risk will be minimized and mitigated by the use of anti-virus software, data protection tools and the participant's names will not be used for the study to maintain the confidentiality of the information. Furthermore the researcher has looked at the potential pressure the participant will undergo due to the subject "cultural change" would have emotional responses, there is a risk of the participant's emotional responses getting into a third party's hand. Which in turn would affect the employee's privacy and it will be illegal in terms of human rights rules in Sri Lanka. Therefore this risk will be mitigated in best possible way. Further measures to be taken by the investigator to make sure employees are not taking part only because of the pressure that has built from the authority investigator has over the participant (hierarchy). The consent page will include that the responses will not affect the appraisal forms of the participants. A non-disclosure agreement will be signed before access is given to any party that requires to be given access to in the process of the research. All personal data recorded will be stored separately and responses will be recorded under codes to minimize the risk

Risk to investigator - Risks the investigator will be facing is the closure of the organization. The company is in the stage of being transformed and the culture is being changed. However with the losses there is a chance of the organization being shut down if the current restructuring process does not show positive results, however it should be noted that as SriLankan Airlines is the national carrier, government backing will be there, and it is highly unlikely the mentioned factors will actually happen. This will be closely monitored. Also as the author is an employee of SriLankan airlines (the research contest), if the outcome of the study (which will be noted by the employer before being published) might cause the investigator's employment uncomfortable (if the outcome will suggest inconvenient actions to be implemented in the organization). In order to mitigate this risk, the researcher will maintain transparency to the employer at all times. The positive results and the positive outcome that could come out of this research to the organization will be identified and communicated to the employer to ensure the importance of the research to the organization's long term success. Once the findings are finalized the researcher will communicate to the employer before it goes to the research report, In the case of a fault finding of the organization, solution will be provided in order to minimize the risk of employer being unhappy with the findings. Furthermore prior clearance has been granted

by the organization to the researcher for the investigation on the organization. The expected forms of outcome from the research and its affects to the organization has been clarified to the employer and has got the approval from the employer for the continuance of the research. The organization's ethics form when conducting research will be maintained when conducting the research to avoid any disputes on the results of the research by the employer. There is also a risk of research being delayed due to health conditions that are not foreseen. The physical and mental stress could also result in health conditions that could delay the process.

University and Institutional risk - If the given research/study is not accepted in the airline industry the university is at risk for endorsing wrong information to the industry. The research will be done in accordance and compliance to the obligations and standards as defined by the University regulatory authorities. The researcher will ensure that the research is well within the legal and professional framework given by the University. The study will be carried out with integrity to the subject matter and fabrication of information which will give a wrong outcome will be strictly avoided. The researcher will conduct the research with professionalism and will avoid illegal activities such as fabrication, falsification, plagiarism, improper dealing with allegations of misconduct when conducting the research. In the case of reference to a previous scholar's work, reference and credit will be given to the scholar without keeping any room for plagiarism. Financial cost needed for the conduct of the research will be borne by the researcher.

In order to mitigate the risks identified above, technological measures such as taking backups, anti-virus software, password protection etc were used. Including details that would enable to identify the respondents of the survey were omitted. Furthermore consent of the participant will be taken prior to his/her participation and there will be no biased responses as the participants selected will be independent and uninfluenced personnel. Moreover the research will be done in a controlled environment where all the ethical aspects will be taken into consideration.

3.14 Summary of Chapter

This research is a mixed method research. Quantitative survey will be used as the main method in the research where descriptive statistics will be used when analysing the data collected along with correlation analysis and regression testing. The research will be largely based on the Positivist paradigm, supported by the work of many scholars such as Peters and Waterman (1982), Ouch (1981), and Deal and Kennedy (1982) in organisational cultural studies. In order to achieve the objectives identified in this research the study will use a survey approach. To understand the Organizational culture and the relationship of the elements of culture towards improved employee performance of SriLankan Airlines, questionnaires was used as the data collecting method for the quantitative research. Data will be collected from different levels of pre-defined grades of staff at SriLankan Airlines which represents the entire airline industry of Sri Lanka. A sample of 300 respondents of various management levels was considered in the study. After taking out the outliers the tested sample reduced. Accordingly the study was conducted on 293 responses. The collected data was analysed using statistical packages (SPSS). SPSS statistics version 24 was used in analysing the demographics, descriptive statistics and to analyse the relationships among variables which enabled the researcher to test the hypothesis. As an advanced step the researcher will also use the Hayes approach to identify the effects of the mediator and also will adapt structural equation modelling (using SMART PLS) to further evaluate and justify the developed conceptual framework. Furthermore qualitative research will be performed in order to gain in-depth view of the managerial implications from the finding and will be carried out in the form of interviews. Thematic analysis will be conducted when analysing the data collected through the interviews held.

CHAPTER 4 – DATA ANALYSIS

4.1 Introduction

Once the research methodology is in place, data analysis and the interpretation of the data will be done as the next step. This chapter will focus on how data collected will be used to answer the research questions adapted while understanding the relationships between variables and performing hypothesis testing. The primary data collection method was a questionnaire which will be used in the quantitative analysis. Once the data is analysed, interviews were conducted and the analysis of the interviews will be done through a thematic test. Different statistical tests have been carried out in order to achieve the objectives of this study and when interpreting the data that has been collected. Initially data will be cleaned and checked for any outliers/ extreme values. Thereafter factor analysis, correlation, factor analysis, reliability test and regression analysis will be performed on the data using IBM SPSS v24 (with the Process add-on) and SMART PLS 3 software.

4.2 Preparation of Database

To understand the Organizational culture and the relationship of the elements of culture towards improved employee performance of SriLankan Airlines, questionnaires was used as the primary data collection method as mentioned above. Data will be collected from different levels of pre-defined grades of staff at SriLankan Airlines which represents the entire airline industry of Sri Lanka. The data was collected from SriLankan Airlines Staff. SriLankan Airlines represents the airline industry Sri Lanka as it is the sole airline in the country. Staff considered for the survey was staff above grade 6 level (supervisor and above). This was because grade 6 and above grades were identified as the staff who are involved in decision making of SriLankan Airlines thus will be ideal for the sample. The population of staff above grade 6 are adding to 1292 in total. The analysis was done based on 291 (after eliminating outliers and missing fields). The response rate was 54% (540 questionnaires were distributed). This could be considered as a very good response rate as stated in many studies (Wiess and Anderson, 1992; Pearce and Zahara, 1991). The researcher sent up to 5 reminders to respondents in order to make sure that the response rate is high. In order to describe the sample of the study descriptive statistics was used.

The responses were collected over two months using the online survey done from google forms. The database with the responses was first reviewed after importing on the analysis software (SPSS and SMART PLS). The raw data collected from the questionnaire is to be

cleaned and be error free before the researcher proceeds into the analysis stage (Hair et al, 2010). The next subchapters will focus on different methods which will be described in each of the subchapters given below where raw data will be screened through the use of frequency distributions and descriptive statistics on SPSS. Initially data coding was checked for any errors as per the scales that were used in the study. Data cleaning and screening stage is important in a study prior to conducting the main study in order to improve the accuracy of the output (Kassim, 2001).

4.2.1 Missing Data

In some cases the respondents may miss answering certain questions, this is common in many studies. The reasons for missing data are many, some of the reasons for missing data can be long questionnaires and questions not being clear. Tabachnik and Fidel (2007) states that the missing data should be kept below 5% of the total responses received in order to continue with the study. Missing data can be identified from using descriptive statistics.

In this research missing data was found only in the “past appraisal grade” which is a part of demographics. As per the questionnaire, in all the questions other than the “past appraisal grade” was made mandatory to have a selection of at least one option in each question by using google forms options. This options was not selected for “past appraisal grade as it was identified as a sensitive subject for the employees, thus was not made mandatory. In order to improve clarity of answers a pre-test of the questionnaires was done with a selected group and also made sure that the questions were as short and simply written while eliminating any technical terms. There were 12 missing data found in the “past appraisal grade” which is less than 5%.

4.2.2 Outliers

Outliers can be defined as either unusually high or low values on a variable in comparison with the data set (Hair et al, 2010). The extreme values are believed to extort the results of a study (Tabachnik and Fidell 2007), therefore outliers of this study will be checked prior to the main study. There are three types of how outliers can be detected. Namely these are univariate detection, bivariate detection and multivariate detection.

Univariate method involved converting all the inputs of a variable to a standard score also knows as the ZScore in descriptive statistics (Hair et al., 2010; Tabachnik and Fidell, 2007). In a smaller sample (sample size < 80) an outlier is considered if the ZScore is above +2.5 and if the sample size is larger than 80 a outlier is considered when ZScore is above 3.0

(Hair et al, 2010). In this study as the sample size is 300 the latter statement was considered (ZScore> 3.0). As per the results, there were no univariate outliers in the data set.

Bivariate method identified outliers by including the variables in a box plot or scatter plot to identify if any record is an outlier. An outlier will be identified if the record is outside the box plot (Hair et al. 2010). There were no bivariate outliers in the set either.

Multivariate outliers considers a combination of scores of multiple variables. In this method Mahalanobis D² (d-squared) measure will be considered. In this method outliers were considered if D²/df (degrees of freedom) is more than 2.5 (in smaller samples where sample size is less than 80) and more than 3 for sample sizes more than 80. The study identified nine multivariate outliers. Once the multivariate outliers were detected the results of all three outliers are to be looked at.

Outliers cannot be considered a positive or a negative in study completely (Hair et al, 2010), however they have distorted the mean and the standard deviation (Field and Hole, 2003). In that light Field (2009) suggests that it is advisable to remove any outlier to ensure the model fit.

All outliers were removed reducing the sample to 291.

Table 4. 1 Outliers

	Univariate -3.29<Z score <3.29	Multivariate (P Value< 0.001)
Involvement	None	97, 120, 199, 2, 222, 104, 206, 18,300
Consistency		
Adaptability		
Mission		
Autocratic Leadership		None
Democratic Leadership		
Laissez-Faire Leadership		
Performance		

4.3 Demographics

Denscombe (1998) highlights the importance of extra attention being given to ensure that the sample represents the population in terms of the proportion of however has also noted that even in a situation where the sample does not replicate the proportions of demographics in the population it will not necessarily invalidate the sample. Therefore the following subchapters will be assessing the representation of demographics such as

gender, age, length of service, length of service in the current grade, position in the organization, education level and past appraisal grade

4.3.1 Gender

Out of the respondents 51% was female respondents. In the population considered female percentage is marginally lower however the variance is not significant. Therefore it could be considered that this study has a fair representation of the two genders,

Table 4. 2 Demographics – Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Female	150	51.1	51.5	51.5
	Male	141	48.5	48.5	100.0
	Total	291	100.0	100.0	

4.3.2 Age

As per the population the most amount of staff are in the category of age “30 – 39” followed by the category of “ above 50 years” and “40-49 years” the least amount of staff are in the category of less than 30 years. The same sequence can be seen in the sample distribution as shown below, thereby the sample is reflecting the correct distribution of staff age wise.

Table 4. 3 Demographics - Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Less than 30 years	42	14.4	14.4	14.4
	30 – 39 years	113	38.8	38.8	53.3
	40 – 49 years	66	22.7	22.7	75.9
	More than 50 years	70	24.1	24.1	100.0
	Total	291	100.0	100.0	

4.3.3 Length of Service

The top two categories of length of service in the population is staff with a service length of “5-9 years” and “more than 20 years”. This is consistent with the respondents as well though the most number of respondents were seen in staff with more than 20 years of service. The top two categories are covering more than 50% of the sample as well as in the population. Therefore the sample can be considered consistent with the service length.

Table 4. 4 Demographics – Length of Service

Length of Service					
		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Less than 5 years	51	17.5	17.5	17.5
	5 – 9 years	87	29.9	29.9	47.4
	10 – 14 years	27	9.3	9.3	56.7
	15-20 years	50	17.2	17.2	73.9
	Over 20 years	76	26.1	26.1	100.0
	Total	291	100.0	100.0	

4.3.4 Length of service in the current grade

As per the following table 60% of the staff has been in the current grade for less than 5 years, whereas the rest of the staff (40%) has been in the current grade for more than 5 years of which 13% have been in the current grade for more than 10 years. The latter categories show the staff that are stagnant in the organization. The population of the organization too represents stagnation and is a common known issue that is in SriLankan Airlines

Table 4. 5 Demographics – Length of service in the current grade

Length of Service in the current grade					
		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Less than 2 years	66	22.7	22.7	22.7
	2 – 4 years	111	38.1	38.1	60.8
	5 – 7 years	60	20.6	20.6	81.4
	8-10 years	17	5.8	5.8	87.3
	Over 10 years	37	12.7	12.7	100.0
	Total	291	100.0	100.0	

4.3.5 Educational Level

The table below will assess the education level of the respondents. 33% of the respondents have post graduate degrees as their highest education level while 27% are graduates and 20% of the respondents are having professional qualifications. Only 20% of the respondents are not having any graduate level (pre- university level) qualification.

Table 4. 6 Demographics – Educational Level

Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Secondary	15	5.2	5.2	5.2
	Diploma/Certificate	43	14.8	14.8	19.9
	Graduate	78	26.8	26.8	46.7
	Professional	57	19.6	19.6	66.3
	Post Graduate	98	33.7	33.7	100.0
	Total	291	100.0	100.0	

4.3.6 Division

As per the population service delivery and commercial are holding the highest contribution, in the sample too this is valid as 24.7% is the representation of Commercial Division and Service delivery which adds to nearly half of the respondents. Additionally 20% of the responses are from corporate offices, this is inconsistent with the population as corporate offices has only 5% of a representation in the population, however the researcher continues with the sample as corporate office works with all the departments, thus can be mapped to any department as well.

Table 4. 7 Demographics - Division

Division					
		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Commercial Division	72	24.7	24.7	24.7
	Finance Division	42	14.4	14.4	39.2
	Service Delivery	72	24.7	24.7	63.9
	Engineering Division	30	10.3	10.3	74.2
	Corporate Division	60	20.6	20.6	94.8
	Support Services	15	5.2	5.2	100.0
	Total	291	100.0	100.0	

4.3.7 Current Position in the Organization

With regard to position, most commonly, respondents had positions in Manager/Senior Manager level (52%), with slightly over 2% of individuals being heads/chiefs. 34% of respondents work as executives, with slightly over 10% are graded staff.

Table 4. 8 Demographics – Current Position

Current Position					
		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Graded	33	11.3	11.3	11.3
	Executive	100	34.4	34.4	45.7
	Manager/ Senior Manager	152	52.2	52.2	97.9
	Head/Chief	6	2.1	2.1	100.0
	Total	291	100.0	100.0	

4.3.8 Past Appraisal Grade

Most of the staff (70%) has obtained grade B as their past appraisal grade and the second highest respondents have got grade A in their past appraisal. This indicates that 93% of the respondents have got good appraisal grades. This is consistent with the overall company grading.

Table 4. 9 Demographics – Past Appraisal Grade

Past Appraisal Grade					
		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Grade A (95 and above)	60	20.6	22.5	22.5
	Grade B (85-95)	189	64.9	70.8	93.3
	Grade C (70-85)	15	5.2	5.6	98.9
	Below Grade C (Less than 70)	3	1.0	1.1	100.0
	Total	267	91.8	100.0	
Missing	System	24	8.2		
Total		291	100.0		

4.4 Testing of Assumptions

4.4.1 Multicollinearity Testing

Multicollinearity testing will be carried out to see if the predictors in the analysis are overly correlated. In order to test the relationship among the predictors, tolerance and variation inflation factors among the predictors will be looked at. Tolerance will test the percentage of variance in the particular predictor that cannot be reflected in another predictor.

If tolerance is less than 0.2 the predictor will need further investigation (DeVaus, 2001). On the other hand the VIF (variance inflation factor) value should be less than 10 (Hair et al., 2010) or even less than 5 (DeVaus, 2001). If VIF value >5, the predictor will need further investigation. Following table depicts the tolerance levels and VIF levels of the study. As per the readings it is clear that the predictors will not produce multi collinearity among the predictors. The tolerance values are in the range of 0.242 -0.319 which VIF value is between

Table 4. 10 Multicollinearity Testing

	Involvement		Consistency		Adaptability		Mission	
Independent Variable	Tolerance	VIF	Tolerance	VIF	Tolerance	VIF	Tolerance	VIF
Involvement			.345	2.901	.266	3.765	.269	3.721
Consistency	.280	3.578			.226	4.432	.228	4.380
Adaptability	.254	3.941	.266	3.761			.319	3.133
Mission	.242	4.125	.254	3.937	.301	3.318		

4.4.2 Linearity Testing

Linearity test involves checking correlations between variables which can be represented by a straight line. It is deemed important to know the level of significance of relationship among the variables when analysing data. Linearity has been identified as an indicator of assuming all multivariate techniques which involved the analysis of correlation measures such as factor analysis, regression and correlation analysis (Hair et al, 2010). In that light linearity testing has been identified as a crucial test in analysis of relationship between variables as it will indicate any item that would affect the correlation. Linearity test is mostly performed using a scatter plot or by analysing the Pearson correlation (Field, 2009; Hair et al, 2010). There is a common assumption in both linear regression analysis and Pearson's correlation, the assumption is that the relationship between variables in both analysis are assumed to be linear. In order to test the linearity the researcher will be using the Pearson's correlation method. The researcher will assess the significance of the independent variable with the dependant variable. Accordingly it was found that all variables except for Autocratic leadership showed positive correlation with Performance. Furthermore

Table 4. 11 Correlation

	Perf.	Inv.	Consc y.	Adap.	Missio n	Auto c L	Demo c L.	LF L.
Performance Sig.	1							
Involvement Sig.	** .695 .000	1						
Consistency Sig.	** .610 .000	** .842 .000	1					
Adaptability Sig.	** .646 .000	** .750 .000	** .799 .000	1				
Mission Sig.	** .679 .000	** .781 .000	** .818 .000	** .817 .000	1			
Autocratic Leadership Sig.	* -.114 .049	** -.162 .005	* -.139 .016	-.117 .045	-.117 .050	1		
Democratic L. Sig.	** .528 .000	** .619 .000	** .537 .000	** .498 .000	** .573 .000	.074 .204	1	
Laissez-faire L. Sig.	* .138 .017	** .202 .000	** .148 .011	** .236 .000	* .141 .015	.031 .598	** .244 .000	1

* $p < .05$; ** $p < .01$

4.4.3 Testing of Normality

In normality test the main assumption is that the data distribution in all variables are normally distributed (Hair et al, 2010; Tabachnik and Fidell, 2007). Normality assumption is a fundamental which is considered in multivariate analysis (Hair et al, 2010; Tabachnik and Fidell, 2007). Normality is require to use the t and F statistics, therefore the test will assess if the data collected is normally distributed (Hair et al, 2010). If the data is not normally distributed the statistical tests are to be considered invalid. The normality assumption can be assessed at both univariate and multivariate levels. It was noted that if constructs satisfied multivariate normality, normality of univariate variables also will definitely be satisfied. However univariate normality wouldn't necessarily prove multivariate normality (Hair et al, 2010).

Different methods are available to test normality in data. Namely skewness test, kurtosis test and Kolmogorov-Smirnov and Shapiro-Wilk (K-S test) test (Hair et al, 2010; Tabachnik and Fidell, 2007). In order to understand the shape of distribution, K-S statistics were used in this study (Shapiro and Wilk, 1965). K-S statistics were calculated for each construct that will be tested in the model. As depicted in the table below it could be concluded that al the constructs are normally distributed as the significant of the test is below 0.05. As the study includes a large sample, significant of the test was required as per Pallant (2007). However

studies has contended not to rely mainly on the K-S statistics and to just use it to analyse the historics (Hair et al, 2010; Field, 2009)

Table 4. 12 K-S and S-W Test

Test of Normality						
	Kolmogorov-Smirnov			Shapiro- Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Involvement	.056	291	.025	.990	291	.035
Consistency	.083	291	.000	.987	291	.011
Adaptability	.090	291	.000	.982	291	.001
Mission	.067	291	.003	.989	291	.021
AutocraticLeadership	.117	291	.000	.959	291	.000
DemocraticLeadership	.165	291	.000	.946	291	.000
Laissez_FaireLeadership	.103	291	.000	.976	291	.000
EmployeePerformance	.156	291	.000	.936	291	.000

a. Lilliefors Significance Correction

Several other methods have been developed in order to assess the distribution of the data. This study will adopt skewness and kurtosis to identify the shape of distribution as contended by previous studied (Pallant, 2007). Positive skewness stated that the distribution is majority to the left while as the tail which represents the minority will be to the right whereas negative skewness would mean the distribution is towards the left while the tail will be to the right. The value of skewness would indicate the normality of the distribution. A skewness with a zero value would mean a symmetric shape (Curran et al 2006; Curran et al, 1996)

The following table represents the skewness and kurtosis for each of the variables in the model. As per the results all the constructs are in the normal range of skewness and kurtosis with a value less than 2.58 as contended by Hair et al (2010) having both positive and negative skewness and kurtosis. Having both positive and negative kurtosis and skewness does not show any issues related to the data and will represent only the underlying nature of the construct as long as the absolute value is below 2.58. It has been identified in the studies that only studies with smaller samples (less than 50) would be severely affected with the normality theory compared to the larger samples (Pallant, 2007; Hair et al., 2010). Considering all the point numerated above normality test will be checked for this study as compliant.

Table 4. 13 Skewness and Kurtosis Values

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Involvement	.034	.141	-.567	.282
Consistency	.162	.141	-.010	.282
Adaptability	.308	.141	-.056	.282
Mission	-.088	.141	-.412	.282
AutocraticLeadership	-.092	.141	-.703	.282
DemocraticLeadership	-.414	.141	.327	.282
Laissez_FaireLeadership	.008	.141	-.145	.282
EmployeePerformance	-.757	.141	-.215	.282
Valid N (Listwise)				

4.4.4 Homoscedasticity

Homoscedasticity is a check that will be done on linear regressions which states the variance in the error does not change significantly with the responses (Hair et al, 2010). Homoscedasticity is also known as the homogeneity of the data and can be tested using Levine's test (2006) of homogeneity of variances (Tabachnick and Fidell, 2007). Accordingly the results of the homoscedastic test done with the use of Levine's test is given below. Equal variance are assumed if there is a significance in Levine's test. The test was done for metric construct across the non-metric (demographics) variables as a part of a t-test.

Table 4. 14 Levene's Test

Construct	Levene's Statistics	Df1	Df2	Sig.
Involvement	2.004	2	350	.215
Adaptability	1.660	2	350	.244
Consistency	2.993	2	350	.056
Mission	1.040	2	350	.244
Leadership Styles	2.453	2	350	.160
Employee Performance	1.984	2	350	.250

The results states that all the scores are not significant ($p > 0.05$) which states that the variance of all the constructs were equal and had not violated the homogeneity assumption of variations. Levene's test is considered to be sensitive with the sample size as it was with Kolmogorov-Smirnov and Shapiro-Wil test. Accordingly if the sample size is large the homogeneity will not be as sensitive as it is for smaller sample sizes (Field, 2009).

4.5 Reliability Analysis

Reliability testing of the model will be done prior to the factor analysis in order to identify the effect from factor loading (effect of removal of factors). The reliability of the variables were measures with the Cronbach's alpha measurement. Cronbach's alpha is used to measure the consistency of each item/antecedent or construct (Malhotra and Birks, 2006; Malhotra, 1999). If Cronbach's alpha coefficient is less than 0.5 it is considered that the data is inconsistent and poor. Cronbach's alpha less than 0.6 and more than 0.5 are acceptable (Sekaran, 2003; Peterson, 1994) while 0.7 or greater is considered good in terms of consistency and reliability (Nunnally et al, 1994). As per the following table two of the leadership styles (Autocratic and Laissez Faire Leadership) are below 0.6 and suggest that an in-depth analysis should be carried on the factors of leadership styles.

Table 4. 15 Cronbach's Alpha Coefficients of constructs

Variable	No. of Items	Cronbach's Alpha coefficients	Total Cronbach's Alpha coefficients
Involvement Culture	9	.868	.964
Consistent Culture	8	.872	
Adaptability Culture	9	.858	
Mission Culture	10	.918	
Autocratic Leadership	3	.549	.640
Democratic Leadership	3	.658	
Laissez-Faire Leadership	3	.588	
Employee Performance	7	.919	.919
TOTAL MODEL			.962

The scales of Organization culture and employee performance has very high Cronbach alpha which is higher than 0.9 indicating high consistency and reliability. The Autocratic, Passive and Laissez Faire Leadership styles are having a Cronbach's alpha of less than 0.5 which is not acceptable. However the Cronbach alpha coefficient of all three leadership styles combined together has a coefficient more than 0.5. As the internal reliability of combination for all three leadership styles is very strong, leadership style will be used as one construct in the regression analysis. However further studies will be done on the items/factors of leadership style to improve the reliability before being considered for the regression analysis. The reliability of the entire study before factor analysis or taking out the items with less item correlation was 0.963 which can be considered as a very high level of reliability.

Validity of the study also represents measuring of accuracy. There are several validity test identified such as Validity of content, criterion content and construct validity as identified by Sekaran (2003).

Content Validity – Content validity deals with assessing the validity of the measurement scales to ensure if the accurate area of measurement is reflected (Cooper and Schindler, 2001). In this study content validity was performed through a thorough literature review and personal interviews were conducted to ensure that the output achieved from the data collected from the questionnaire is sound. Furthermore a test run was done on the questionnaire with a few selected personnel to ensure if the data gathered from questionnaire is not significantly mediated.

Construct Validity – This is the extent to which the items measure the expected measure (Garver and Mentzer, 1999). This will be done by observing relationships between set of measurements that have been proved by set of item measures (Hair et al 2010). This validity type will assess if the dataset is not affected by non-random/systematic errors. Discriminant Validity, Convergent Validity and Nomological validity will examine the construct validity (Peter, 1982; Campbell et al, 1959). This study has adopted convergent validity in assessing the overall validity of the survey instruments while measuring items of the same concept using correlation. Convergent validity will assess the correlation of the items used to measure a construct (Parasuman, 1991). Zikmund (2003) contends that this validity type is similar to criterion validity. As per Robinson (1991) the item to total correlation has to be above 0.5 and the inter item correlation has to be above 0.3. Cohen et al (1983) stated that an item correlation of more than 0.5.

Item-analysis carried out on the constructs has been given below. In this it shows that except for leadership style constructs all the other constructs showed a higher item correlation. However the lower correlated items will be retained for further analysis. Factor analysis which is an additional method of convergent validity will be performed.

4.5.1 Item Analysis

This part is dedicated in evaluation the consistency of each item which has been adapted to measure the variables. There are total of 52 factors representing 8 variables. All the factors were measured through 5 point likert scales and the factors were adopted from the literature review stage. The exploratory study is believed to help assess the dimension of each variable and also helps to understand the relationship between variables (Hair et al,

2010). Firstly item analysis will be performed in order to assess the reliability of each item representing variables in the framework.

Item analysis will analyse each factor in terms of the construct it represents and will eliminate all the factors that are poor predictors of the variables. When analysing the items, the corrected item total correlation will indicate the correlation of each factor towards the construct (McDonald, 1999). Factors with a correlation of less than 0.15 must be excluded from the factor list prior to proceeding with the regression analysis (Sekaran, 2003; McDonald, 1999; Kehoe, 1995). Accordingly an item from Autocratic leadership variable and an item from democratic leadership was removed from the study. However prior to removing the factors, it was decided by the researcher to conduct a factor analysis as well to confirm.

Table 4. 16 Item Analysis

Items		Scale Mean if deleted	Scale variance if item deleted	Corrected item-total Correlation	Cronbach's Alpha if item Deleted
Involvement	IV_Involvement_Empowerment1	24.71	38.078	.488	.864
	IV_Involvement_Empowerment2	25.47	35.595	.611	.853
	IV_Involvement_Empowerment3	24.92	38.631	.452	.867
	IV_Involvement_TeamOrientation1	25.23	36.138	.604	.854
	IV_Involvement_TeamOrientation2	25.07	34.154	.724	.842
	IV_Involvement_TeamOrientation3	25.18	35.176	.716	.843
	IV_Involvement_CapabilityDevelopment1	25.22	37.268	.532	.860
	IV_Involvement_CapabilityDevelopment2	25.23	36.875	.629	.852
	IV_Involvement_CapabilityDevelopment3	25.14	35.338	.654	.849
Consistency	IV_Consistency_CoreValues1	20.30	26.361	.704	.848
	IV_Consistency_CoreValues2	19.98	27.587	.591	.861
	IV_Consistency_CoreValues3	20.09	26.150	.676	.852
	IV_Consistency_Agreement1	20.11	29.045	.594	.861
	IV_Consistency_Agreement2	20.07	27.816	.596	.860
	IV_Consistency_Coordination1	20.47	26.906	.683	.851
	IV_Consistency_Coordination2	20.38	28.089	.564	.864
	IV_Consistency_Coordination3	20.29	27.573	.628	.857
Adaptability	IV_Adaptability_Creating Change1	24.64	33.185	.521	.849
	IV_Adaptability_Creating Change2	24.07	32.471	.562	.845
	IV_Adaptability_Creating Change3	23.99	31.182	.629	.838
	IV_Adaptability_CustomerFocus1	24.09	32.323	.666	.836

	IV_Adaptability_CustomerFocus2	24.13	32.950	.611	.841
	IV_Adaptability_CustomerFocus3	24.36	32.495	.538	.848
	IV_Adaptability_OrganizationLearning1	24.01	31.743	.645	.837
	IV_Adaptability_OrganizationLearning2	24.25	33.120	.537	.847
	IV_Adaptability_OrganizationLearning3	23.49	33.372	.548	.846
Mission	IV_Mission_StrategicIntention1	28.10	54.594	.655	.912
	IV_Mission_StrategicIntention2	28.00	51.551	.765	.906
	IV_Mission_StrategicIntention3	27.79	52.990	.758	.906
	IV_Mission_Goals1	27.77	56.165	.587	.916
	IV_Mission_Goals2	27.77	54.306	.741	.908
	IV_Mission_Goals3	27.68	55.826	.642	.913
	IV_Mission_Vision1	27.74	55.490	.597	.916
	IV_Mission_Vision2	27.89	51.576	.781	.905
	IV_Mission_Vision3	27.98	54.199	.712	.909
	IV_Mission_Vision4	27.93	54.921	.714	.909
Employee Performance	DV_TaskPerformance1	21.83	20.994	.807	.902
	DV_TaskPerformance2	21.67	20.898	.827	.900
	DV_ContextualPerformance1	22.00	20.480	.797	.902
	DV_ContextualPerformance2	21.95	21.409	.750	.907
	DV_ContextualPerformance3	21.90	21.751	.737	.909
	DV_CounterProductiveBehaviorScale1	21.97	20.611	.677	.917
	DV_CounterProductiveBehaviorScale2	21.75	20.781	.696	.914
Leadership Styles	MV_AutocraticLeadership1	5.88	2.357	.444	.038
	MV_AutocraticLeadership2	5.66	2.129	.386	.117
	MV_AutocraticLeadership3	5.99	3.601	.045	.696
	MV_DemocraticLeadership1	7.09	1.299	.434	-.074
	MV_DemocraticLeadership2	6.63	2.019	.230	.288
	MV_DemocraticLeadership3	6.69	2.446	.145	.508
	MV_LaissezFaireLeadership1	6.25	2.385	.823	.219
	MV_LaissezFaireLeadership2	6.40	2.106	.180	.400
	MV_LaissezFaireLeadership3	6.33	2.041	.236	.281

4.5.2 Factor Loading and Data Analysis

Factor analysis will simplify the data collected in a survey and will help the researcher to group them into variables the way it's loaded. When doing the analysis factors that contributes to relationships between variables are to be identified. The purpose of factor analysis is as follows (Field, 2009)

1. Factor analysis will help to develop a questionnaire to analyse variables with the minimum amount of questions
2. Helps the researcher to reduce data without detracting from the originality of information.
3. Helps the researcher identify the relationship among factors and variables.

Factor analysis represents the relationship a factor of a construct has with the construct and will also evaluate if the relationship is extended to a different construct (Field, 2009). Hair et al (2010) contends factor loading as the relationship between a factor and the original variable. Factor analysis can be considered as a platform to analyse the correlations and behaviour that exists within a vast set of variables and it can also be used to identify the interrelated variables that are named as factors (Hair et al, 2010). In order to cut down the data two types of factor analysis can be performed, namely, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The difference between these two types of factor analysis is that exploratory factor analysis takes what is represented by the data and confirmatory factor analysis is for grouping and analysing the related factors in a variable (Hair et al, 2010). This study will use exploratory factor analysis for grouping of the data gathered.

Many variables are looked at in order to see the contributors of Employee performance of SriLankan Airlines. Using many variables and many factors per variable will make the investigation complex as the variables would investigate different angles in the same research subject. In order to reduce the complexity caused by the factors exploratory factor analysis can be used.

Initial analysis in factor analysis can be done using two tests, Kaiser Meyer Olkin (KMO) and Bartlett's test of sphericity (Hinton, 2004). KMO analysis is used to find the total correlation between factors in consideration. The KMO outcome may vary from 0 to 1 and many studies suggest the KMO being < 0.5 is not acceptable and any KMO value higher than 0.5 was acceptable and the values closer to 1 is excellent (Hinton et al, 2004). Kaiser (1974) also suggest that the KMO values between 0.5 and 1 suggest that factor analysis can be performed as there is sufficient data. Following table indicated a KMO value of .865 suggesting that the data is adequate for a factor analysis to be performed

Table 4. 17 KMO Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.865
Bartlett's Test of Sphericity	Approx. Chi-Square	12528.167
	df	4950 1326
	Sig.	.000

Bartlett's test was adapted to check the multivariate normality of the distribution. This test was performed to confirm and identify the inter-variable relationships. As per the studies a factor analysis can be performed on if p value is less than 0.05 (Hinton et al, 2004). Outcomes presented in our study indicated that factor analysis can be performed in order to improve the inter correlations as the significance is 0.00. $P < 0.00$ indicated that there the variables are inter related (not an identity matrix).

Principal component analysis will be used in this study for the exploratory factor analysis. Principal component analysis identified the factors with the smallest deviation compared to the total variance. This extraction method is commonly used to extract the factors with the maximum variance from all the gathered data (Tabachnik and Fidell, 2007). When identifying which factors to be retained in a study where there are many factors, the deciding factor will be based on the statistical importance of the factor for the variables and the study (Field, 2009). Eigen value is commonly used in order to assess the importance of the factor and factors with higher Eigen values are considered important factors (Field, 2009). It was also noted that the variance of all the variables are to be considered before the factors are extracted (Field, 2009).

Communality is the total variance that the variables produce compared with the total variables used in the study (Hair et al, 2010). Communality test can be done through a factor loading test where a model with multiple constructs with communalities more than .5 is needed, if the sample is large communalities needed is more than .7 (hair et al, 2010). Communality of 1 represents that the variable does not have random variance and communality of 0 represents the factors with no association with other constructs (Field, 2009). This research has variables that have more than 0.5 communalities. All the factors with a communality of 0.5 or more has been retained in the study as shown in the table below. The results confirmed the high variation from 0.527 to 0.824, which showed high variance among the variables

Table 4. 18 Communalities

Communalities	Initial	Extraction
IV_Involvement_Empowerment1	1	0.467
IV_Involvement_Empowerment2	1	0.58
IV_Involvement_Empowerment3	1	0.541
IV_Involvement_TeamOrientation1	1	0.561
IV_Involvement_TeamOrientation2	1	0.697
IV_Involvement_TeamOrientation3	1	0.694
IV_Involvement_CapabilityDevelopment1	1	0.52
IV_Involvement_CapabilityDevelopment2	1	0.508
IV_Involvement_CapabilityDevelopment3	1	0.751
IV_Consistency_CoreValues1	1	0.678
IV_Consistency_CoreValues2	1	0.639
IV_Consistency_CoreValues3	1	0.61
IV_Consistency_Agreement1	1	0.53
IV_Consistency_Agreement2	1	0.643
IV_Consistency_Coordination1	1	0.687
IV_Consistency_Coordination2	1	0.477
IV_Consistency_Coordination3	1	0.696
IV_Adaptability_CreatingChange1	1	0.484
IV_Adaptability_CreatingChange2	1	0.647
IV_Adaptability_CreatingChange3	1	0.652
IV_Adaptability_CustomerFocus1	1	0.768
IV_Adaptability_CustomerFocus2	1	0.631
IV_Adaptability_CustomerFocus3	1	0.611
IV_Adaptability_OrganizationalLearning	1	0.601
IV_Adaptability_OrganizationalLearning2	1	0.731
IV_Adaptability_OrganizationalLearning3	1	0.507
IV_Mission_StrategicIntention1	1	0.649
IV_Mission_StrategicIntention2	1	0.681
IV_Mission_StrategicIntention3	1	0.704
IV_Mission_Goals1	1	0.571
IV_Mission_Goals2	1	0.699
IV_Mission_Goals3	1	0.552
IV_Mission_Vision1	1	0.584
IV_Mission_Vision2	1	0.731
IV_Mission_Vision3	1	0.657
IV_Mission_Vission4	1	0.659
DV_TaskPerformance1	1	0.77
DV_TaskPerformance2	1	0.771
DV_ContextualPerformance1	1	0.76
DV_ContextualPerformance2	1	0.761
DV_ContextualPerformance3	1	0.696
DV_CounterproductiveworkbehaviorScale1	1	0.68
DV_CounterproductiveworkbehaviorScale2	1	0.736

Communalities	Initial	Extraction
MV_AutocraticLeadership1	1	0.679
MV_AutocraticLeadership2	1	0.644
MV_AutocraticLeadership3	1	0.521
MV_DemocraticLeadership1	1	0.571
MV_DemocraticLeadership2	1	0.679
MV_DemocraticLeadership3	1	0.448
MV_LaissezFaireLeadership1	1	0.65
MV_LaissezFaireLeadership2	1	0.54
MV_LaissezFaireLeadership3	1	0.523
DV_TaskPerformance1	1	0.77
DV_TaskPerformance2	1	0.771
DV_ContextualPerformance1	1	0.76
DV_ContextualPerformance2	1	0.761
DV_ContextualPerformance3	1	0.696
DV_CounterproductiveworkbehaviorScale1	1	0.68
DV_CounterproductiveworkbehaviorScale2	1	0.736
MV_AutocraticLeadership1	1	0.679
MV_AutocraticLeadership2	1	0.644
MV_AutocraticLeadership3	1	0.521
MV_DemocraticLeadership1	1	0.571
MV_DemocraticLeadership2	1	0.679
MV_DemocraticLeadership3	1	0.448
MV_LaissezFaireLeadership1	1	0.65
MV_LaissezFaireLeadership2	1	0.54
MV_LaissezFaireLeadership3	1	0.523
Extraction Method: Principal Component Analysis.		

As depicted in the table there were no factors which had eigenvalue more than 1 or less than 0.5. Therefore there were no extractions of factors in this stage.

- Eigenvalue

Eigen value describes the statistical significance of a factor. The Eigen value can be used as a preliminary component extraction (Tabachnick and Fidell, 2007). In this study only factors with Eigen value more than 1.00 will be retained for future analysis. Many studies claim that an Eigen value more than 1 are to be kept which factors with Eigen value less than 1 are not needed for further analysis (Hair et al, 2010; Field, 2009; Tabachnik and Fidell, 2007). Accordingly in this research 8 factors were extracted and analysed basing the Eigen value as the Eigen exceeded 1.00. Following table shows the 8 components which will be extracted and the 8 components explained a total variance of 63% which is a lot higher than the recommended.

Table 4. 19 Total Variance Explained

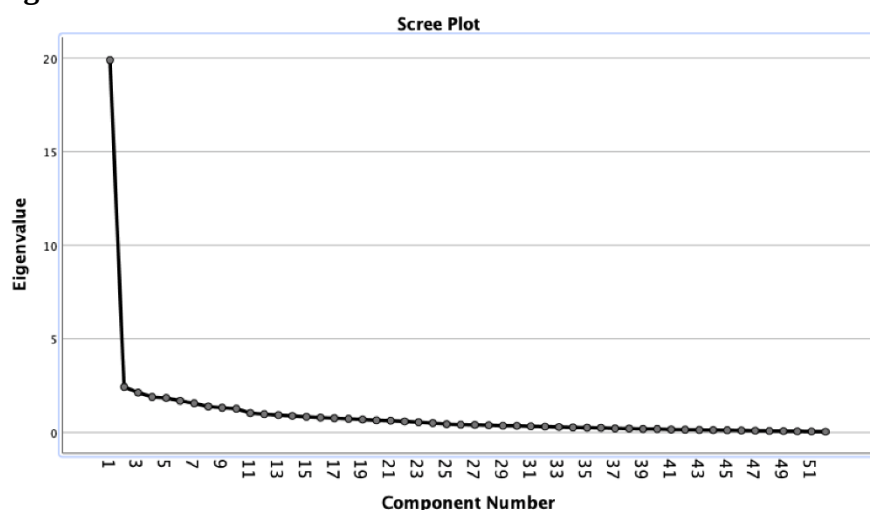
Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cum %	Total	% of Variance	Cum %	Total	% of Variance	Cum%
1	19.89	38.258	38.258	19.9	38.258	38.258	7.486	14.397	14.397
2	2.434	4.682	42.939	2.43	4.682	42.939	6.082	11.695	26.092
3	2.132	4.1	47.04	2.13	4.1	47.04	5.511	10.599	36.691
4	1.894	3.643	50.682	1.89	3.643	50.682	4.908	9.438	46.129
5	1.844	3.546	54.228	1.84	3.546	54.228	2.698	5.188	51.317
6	1.687	3.243	57.471	1.69	3.243	57.471	2.246	4.319	55.636
7	1.559	2.998	60.47	1.56	2.998	60.47	2.074	3.989	59.625
8	1.382	2.659	63.128	1.38	2.659	63.128	1.822	3.503	63.128
9	1.32	2.539	65.667						
10	1.27	2.443	68.11						
11	1.035	1.991	70.101						
12	0.978	1.881	71.983						
13	0.929	1.787	73.77						
14	0.883	1.698	75.467						
15	0.832	1.6	77.067						
16	0.79	1.52	78.587						
17	0.761	1.463	80.05						
18	0.729	1.401	81.451						
19	0.695	1.336	82.787						
20	0.648	1.247	84.034						
21	0.628	1.209	85.242						
22	0.587	1.128	86.371						
23	0.546	1.049	87.42						
24	0.5	0.962	88.382						
25	0.444	0.855	89.236						
26	0.415	0.799	90.035						
27	0.408	0.785	90.82						
28	0.387	0.745	91.565						
29	0.361	0.695	92.26						
30	0.355	0.683	92.942						
31	0.328	0.63	93.572						
32	0.31	0.597	94.169						
33	0.291	0.561	94.729						
34	0.266	0.512	95.241						
35	0.251	0.483	95.725						
36	0.243	0.468	96.193						
37	0.213	0.409	96.602						
38	0.204	0.392	96.994						

39	0.186	0.358	97.353						
40	0.184	0.354	97.706						
41	0.158	0.304	98.01						
42	0.148	0.285	98.296						
43	0.138	0.265	98.561						
44	0.128	0.245	98.806						
45	0.121	0.233	99.039						
46	0.105	0.202	99.241						
47	0.096	0.185	99.426						
48	0.078	0.151	99.576						
49	0.071	0.137	99.714						
50	0.061	0.118	99.832						
51	0.051	0.098	99.93						
52	0.036	0.07	100						
Extraction Method: Principal Component Analysis.									

- Scree Plot

Next method in the extraction phase is to find out the factors with an Eigen value more than 1 in a scree plot. The scree plot curve indicates the cut-off point based on its shape (Hair et al, 2010). In usual scenarios the scree plot will be a negatively decreasing curve starting with the largest Eigen value and ending with the factor with the lowest Eigen value (Tabachnick and Fidell, 2007). The outcome of the scree plot indicated as the same factor values.

Figure 4. 1 Scree Plot



Factor analysis was performed in SPSS and was done with the main purpose of data reduction into a less complex model. Factor analysis was achieved by the principal component extraction method.

- Factor Loadings

Factor loading was performed to remove the items with low reliability and this will be done to only take the relevant questions from the questionnaire. In factor loading principal component analysis was used with varimax rotation. Originally 52 items were looked at and after factor loading 2 items from leadership styles were dropped in order to improve the inter item correlation. The factor loading was limited to items having factor loadings above 0.4 as suggested by Straub et al (2004). Accordingly the following were the factor loading of the 8 variables in the study. The autocratic leadership variable and Laissez Faire Leadership variable which had a inter item correlation less than 0.2 loaded separately and was taken out. All the items in the factor loading had a loading of more than 0.4 which is the accepted and the recommended level for research studies in the area of business studies (Hair et al, 2010)

Table 4. 20 Factor Loadings

	F1	F2	F3	F4	F5	F6	F7	F8
Adaptability Culture								
IV_Adaptability_CustomerFocus1	0.76							
IV_Adaptability_CustomerFocus2	0.76							
IV_Adaptability_OrganizationalLearning2	0.75							
IV_Adaptability_CreatingChange1	0.68							
IV_Adaptability_OrganizationalLearning3	0.59							
IV_Adaptability_CustomerFocus3	0.58							
IV_Adaptability_CreatingChange2	0.56							
IV_Adaptability_CreatingChange3	0.52							
IV_Adaptability_OrganizationalLearning1	0.45							
Consistency Culture								
IV_Consistency_Coordination2		0.79						
IV_Consistency_Agreement2		0.78						
IV_Consistency_Coordination1		0.67						
IV_Consistency_Agreement1		0.57						
IV_Consistency_Coordination3		0.54						
IV_Consistency_CoreValues1		0.53						
IV_Consistency_CoreValues2		0.51						
IV_Consistency_CoreValues3		0.55						
Involvement Culture								
IV_Involvement_CapabilityDevelopment3			0.73					

IV_Involvement_Empowerment2			0.65					
IV_Involvement_Empowerment3			0.64					
IV_Involvement_TeamOrientation2			0.63					
IV_Involvement_TeamOrientation1			0.54					
IV_Involvement_TeamOrientation3			0.54					
IV_Involvement_CapabilityDevelopment2			0.5					
IV_Involvement_CapabilityDevelopment1			0.49					
IV_Involvement_Empowerment1			0.43					
Mission Culture								
IV_Mission_Vision1				0.8				
IV_Mission_Vision2				0.68				
IV_Mission_Goals1				0.68				
IV_Mission_StrategicIntention1				0.61				
IV_Mission_StrategicIntention2				0.59				
IV_Mission_Vision3				0.56				
IV_Mission_Goals3				0.54				
IV_Mission_StrategicIntention3				0.53				
IV_Mission_Vision4				0.48				
IV_Mission_Goals2				0.47				
Employee Performance								
DV_CounterproductivebehaviorScale1					0.75			
DV_CounterproductivebehaviorScale2					0.76			
DV_TaskPerformance1					0.89			
DV_TaskPerformance2					0.87			
DV_ContextualPerformance3					0.82			
DV_ContextualPerformance2					0.83			
DV_ContextualPerformance1					0.86			
Democratic Leadership								
MV_DemocraticLeadership1						0.81		
MV_LaissezFaireLeadership2						0.75		
MV_DemocraticLeadership2						0.62		
Autocratic Leadership								
MV_AutocraticLeadership1							0.88	
MV_AutocraticLeadership2							0.79	
Laissez Faire Leadership								
MV_LaissezFaireLeadership1								0.73
MV_LaissezFaireLeadership3								0.69

Extraction Method: Principal Component Analyses

Rotation Method: Varimax with Kaiser Normalization

As stated earlier, the principal component analysis suggested 8 components which has Eigen value above 1 and explains 63% of the total variance of the data. Once the factor analysis and factor loading was done where 2 of the items were taken out due to cross loading, Cronbach alpha measures of the constructs were again looked at. In the study the first 4 will be representing Organization culture. Factor analysis did not propose any changes to the constructs in organization culture, therefore the Cronbach alpha value of .964 remained for Organization Culture. Similarly Employee Performance also retained the same Cronbach alpha value of .919 as the factor analysis did not propose any changes to the construct. Significant changes were proposed for the leadership styles which included removal of 1 item each from Autocratic Leadership and Laissez-Faire Leadership. Democratic Once the changes are done on the constructs it was noted that the Cronbach alpha values of Autocratic Leadership increased to .696 and Laissez Faire Leadership reported a Cronbach alpha value of .601. The Leadership style composite variable saw an increase in the Cronbach alpha value as depicted in the table below. This was further supported by the item analysis done for all the leadership style constructs together which had no value under 0.15 for item correlation.

The total model reliability saw an increase with the proposed changes to Leadership style constructs. Following table includes the new value of Cronbach alpha for the individual construct after the adjustments done.

Table 4. 21 New Cronbach's Alpha coefficients

Variable	No. of Items	Cronbach's Alpha coefficients
Involvement Culture	9	.868
Consistent Culture	8	.872
Adaptability Culture	9	.858
Mission Culture	10	.918
Autocratic Leadership	2	.696
Democratic Leadership	3	.658
Laissez-Faire Leadership	2	.601
Employee Performance	7	.919
TOTAL MODEL	48	.964

4.6 Descriptive Statistics

Descriptive test was conducted to be able to analyse the same of data that is being studied. Descriptive statistics used in this is the Mean, Standard Deviation, test on skewness and Kurtosis. Frequency was not selected as it is common for all the line items as there are no missing values in the selected items. Furthermore the minimum and maximum value for all the items was 1 and 5. The following table can be used to assess the prevailing culture of SriLankan Airlines, the performance of staff and also to understand the prevailing leadership styles. As per the statistic it can be seen that the cultural aspects are hovering over the neutral mark which shows that the prevailing culture is not the most ideal. In terms of leadership style it's seen that all three leadership styles are seen as this has been taken from various departments. A departmental study of leadership style will further be assessed in the recommendation part.

Table 4. 22 Descriptive Statistics

Variable/ Antecedent		Question	Me an	Std. Deviati on	Skewn ess	Std. Error	Kurtosi s	Std. Error
Involvement	Empowerment	IV_Involvement_Empowerment1	3.6	1.022	-0.246	0.141	-0.917	0.282
		IV_Involvement_Empowerment2	2.8	1.148	0.24	0.141	-0.82	0.282
		IV_Involvement_Empowerment3	3.4	1.004	-0.016	0.141	-0.822	0.282
	Team Orientation	IV_Involvement_TeamOrientation1	3.0	1.093	0.06	0.141	-0.887	0.282
		IV_Involvement_TeamOrientation2	3.2	1.156	-0.243	0.141	-0.872	0.282
		IV_Involvement_TeamOrientation3	3.1	1.057	-0.131	0.141	-0.816	0.282
	Capability development	IV_Involvement_CapabilityDevelopment1	3.1	1.059	-0.153	0.141	-1.02	0.282
		IV_Involvement_CapabilityDevelopment2	3.0	0.975	-0.081	0.141	-0.855	0.282
		IV_Involvement_CapabilityDevelopment3	3.1	1.118	-0.174	0.141	-0.774	0.282
Consistency	Core Values	IV_Consistency_CoreValues1	2.8	1.065	0.208	0.141	-0.618	0.282
		IV_Consistency_CoreValues2	3.1	1.049	-0.138	0.141	-0.672	0.282
		IV_Consistency_CoreValues3	3.0	1.126	-0.149	0.141	-0.905	0.282
	Agreement	IV_Consistency_Agreement1	3.0	0.848	0.12	0.141	0.071	0.282
		IV_Consistency_Agreement2	3.0	1.011	-0.239	0.141	-0.703	0.282
	Coordination and Integration	IV_Consistency_Coordination1	2.6	1.023	0.342	0.141	-0.664	0.282
		IV_Consistency_Coordination2	2.7	1.017	-0.05	0.141	-0.996	0.282
		IV_Consistency_Coordination3	2.8	1.003	0.09	0.141	-0.789	0.282

Adaptability	Creating Change	IV_Adaptability_Creating Change1	2.5	1.034	0.512	0.141	-0.333	0.282
		IV_Adaptability_Creating Change2	3.1	1.069	0.086	0.141	-0.648	0.282
		IV_Adaptability_Creating Change3	3.1	1.137	-0.059	0.141	-0.827	0.282
	Customer	IV_Adaptability_CustomerFocus1	3.0	0.954	-0.222	0.141	-0.084	0.282
		IV_Adaptability_CustomerFocus2	3.0	0.944	0	0.141	-0.014	0.282
		IV_Adaptability_CustomerFocus3	2.8	1.101	0.471	0.141	-0.504	0.282
	Organizational Learning	IV_Adaptability_OrganizationLearning1	3.1	1.049	-0.085	0.141	-0.799	0.282
		IV_Adaptability_OrganizationLearning2	2.9	1.019	-0.101	0.141	-0.562	0.282
		IV_Adaptability_OrganizationLearning3	3.6	0.97	-0.624	0.141	-0.123	0.282
Mission	Strategic direction	IV_Mission_StrategicIntention1	2.9	1.084	0.236	0.141	-0.602	0.282
		IV_Mission_StrategicIntention2	3.0	1.207	-0.096	0.141	-1.007	0.282
		IV_Mission_StrategicIntention3	3.2	1.094	-0.205	0.141	-0.705	0.282
	Goals and	IV_Mission_Goals1	3.2	1.028	-0.042	0.141	-0.625	0.282
		IV_Mission_Goals2	3.2	1.003	-0.393	0.141	-0.432	0.282
		IV_Mission_Goals3	3.3	0.987	-0.401	0.141	-0.501	0.282
	Vision	IV_Mission_Vision1	3.2	1.08	-0.452	0.141	-0.361	0.282
		IV_Mission_Vision2	3.1	1.185	-0.358	0.141	-0.851	0.282
		IV_Mission_Vision3	3.0	1.046	0.201	0.141	-0.529	0.282
		IV_Mission_Vision4	3.0	0.981	-0.061	0.141	-0.357	0.282
Task Performance	Task Performance	DV_TaskPerformance1	3.7	0.87	-0.669	0.141	0.069	0.282
		DV_TaskPerformance2	3.8	0.865	-0.602	0.141	0.015	0.282
Contextual Performance	Contextual Performance	DV_ContextualPerformance1	3.5	0.945	-0.7	0.141	0.074	0.282
		DV_ContextualPerformance2	3.6	0.868	-0.563	0.141	-0.21	0.282
		DV_ContextualPerformance3	3.6	0.836	-0.525	0.141	0.017	0.282
Counterproductive work	Counterproductive work	DV_CounterProductiveBehaviorScale1	3.5	1.052	-0.541	0.141	-0.17	0.282
		DV_CounterProductiveBehaviorScale2	3.8	1.008	-0.516	0.141	-0.461	0.282
Autocratic Leadership	Autocratic Leadership	MV_AutocraticLeadership1	2.9	1.01	0.152	0.141	-1.232	0.282
		MV_AutocraticLeadership2	3.1	1.152	-0.159	0.141	-1.05	0.282
		MV_AutocraticLeadership3	2.8	0.992	-0.169	0.141	-0.867	0.282
Democratic Leadership	Democratic Leadership	MV_DemocraticLeadership1	3.1	1.026	0.003	0.141	-0.552	0.282
		MV_DemocraticLeadership2	3.6	0.879	-0.774	0.141	-0.026	0.282
		MV_DemocraticLeadership3	3.5	0.758	-1.175	0.141	1.261	0.282
Laissez-Faire Leadership	Laissez-Faire Leadership	MV_LaissezFaireLeadership1	3.2	0.811	0.181	0.141	-0.294	0.282
		MV_LaissezFaireLeadership2	3.1	1.047	-0.236	0.141	-0.714	0.282
		MV_LaissezFaireLeadership3	3.2	1.014	0.102	0.141	-0.747	0.282

4.7 Multiple Regression Analysis

4.7.1 Regression Analysis I: Explaining the direct relationship between Organisational Culture and Employee Performance

Multiple regression analysis was performed in order to check the relationship that exists between organization culture of SriLankan Airlines and Employee performance. Four different enablers of Organization culture was identified in the literature review process such as Mission Culture, Involvement culture, Adaptability culture and Mission culture. Employee performance was taken as the dependent variable of the study. As per the model summary the R-squared value suggests that 54.6% of the variance in leadership is explained by the organization culture constructs.

Table 4. 23 Model Summary Organisational Culture and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743a	.553	.546	.51080
a. Predictors: (Constant), Mission, Involvement, Adaptability, Consistency				

ANOVA table confirms the mode fit. F value will be larger than 1 if the fitting regression model is greater than the inaccuracy of the model. The F value in this model is 90 (>1) and is highly significant ($p < 0.05$). This explains that the variance explained in the model is summary is highly significant. Therefore it can be concluded that the final model significantly contributes to predict the outcome variable.

Table 4. 24 ANOVA table Organisational Culture and Employee Performance

Model	Sum of Squares	Df1	Mean Square	F	Sig.
1 Regression	94.103	4	23.526	90.166	.000b
Residual	76.187	287	.261	.	
Total	170.290	291			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Mission, Involvement, Adaptability, Consistency					

The coefficient table is used to assess the relationship between the selected independent variables and the dependant variables. The standardized Beta coefficient suggest the significance of the relationship between the independent variable and the dependant variable. Significant level is used to assess the significance of the coefficient represented by the standardised beta coefficient ($p < 0.05$). All coefficients of cultural constructs were

found to be statistically significant. All coefficients were found to be statistically significant. The value for Involvement culture ($B = 0.459$, $p < 0.01$); Consistency culture ($B = -0.209$, $p < 0.05$), Adaptability culture ($B = 0.212$, $p < 0.01$) and Mission culture ($B = 0.320$, $p < 0.001$) indicates that all constructs of organization culture except for consistency positively contributed to employee performance. Consistency culture has a negative impact on employee performance. The positive Beta value suggest that one unit improvement in Involvement, Adaptability and Mission culture will improve employee performance by .456, .212 and .320 respectively. These result supports H2.1, H2.3 and H2.4 while H2.2 was not supported as the Beta value is negative.

Table 4. 25 Coefficients Organisational Culture and Employee Performance

Model		Unstandardized	Coefficients	Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.175	.138		8.538	.000
	Involvement	.466	.077	.459	6.006	.000
	Consistency	-.209	.088	-.2.5	-2.385	.018
	Adaptability	.257	.090	.212	2.856	.005
	Mission	.298	.074	.320	4.051	.000
a. Dependent Variable: Employee Performance						

VIF test was done in order to check multicollinearity in the data. In this Variance Inflation Factor (VIF) test employee performance will be taken as the dependant variable. VIF determines whether the predictors/independent variables are highly correlated with each other as suggested by Brace et al (2009). If the VIF value is more than 10 it suggests that there is multicollinearity within the constructs (Myers, 1990). The results for this study shows that multicollinearity does not exists as the VIF value for all constructs are less than 10.

4.7.2 Regression Analysis II: Explaining the Relationship between Organization Culture and Leadership Style

The relationship of Organization culture on Leadership style was assessed using multiple regression. Model summary indicated that 14% of the variance in Organization culture is explained by Leadership style.

Table 4. 26 Model Summary Organization Culture and Leadership Style

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.375a	.140	.137	.41735
a. Predictors: (Constant), Culture				

As the F value is 48 (larger than 1) it is claimed that the improvement due to fitting regression model is much more than the inaccuracy of the model. The significance of F statistics is proved by the significance level ($P < 0.01$) which also stated that variance explained is also significantly significant as F statistic of 48 shows that it is highly unlikely that the results were computed by chance. Therefore it can be concluded that the final model significantly improves the ability to predict the outcome of the variable.

Table 4. 27 ANOVA table Organization Culture and Leadership Style

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8.392	1	8.392	48.181	.000b
Residual	51.384	290	.174	.	
Total	59.776	291			
a. Dependent Variable: Leadership Style					
b. Predictors: (Constant), Culture					

The coefficients table shows the standardized beta value between the two constructs. The coefficient suggest that Organization culture significantly predicts a positive correlation with Leadership style. Furthermore the standardized beta value of 0.375 is confirmed to be significant ($p < 0.01$). Therefore it can be stated that one unit increase in Leadership style was associated with 0.375 unit increase in Organization culture.

Table 4. 28 Coefficients Organization Culture and Leadership Style

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
1 (Constant)	2.428		22.313	.000
Culture	.249	.375	6.941	.000
a. Dependent Variable: LeadershipStyle				

4.7.3 Regression Analysis III: Explaining the Relationship between Leadership Styles and Employee Performance

The relationship of leadership style with employee performance was assessed with multiple regression. Model summary indicated that 9% of the variance in leadership styles is explained by employee performance.

Table 4. 29 Model Summary Leadership Styles and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.306a	.094	.091	.72331
a. Predictors: (Constant), Leadership Style				

As the F value is 30 (larger than 1) it is claimed that the improvement due to fitting regression model is much more than the inaccuracy of the model. The significance of F statistics is proved by the significance level ($P < 0.01$) which also stated that variance explained is also significantly significant as F statistic of 30 shows that it is highly unlikely that the results were computed by chance. Therefore it can be concluded that the final model significantly improves the ability to predict the outcome of the variable.

Table 4. 30 ANOVA Leadership Styles and Employee Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	15.951	1	15.951	30.489	.000b
Residual	154.339	290	.523	.	
Total	170.290	291			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Leadership Style					

The coefficients table shows the standardized beta value between the two constructs. The coefficient suggests that leadership style significantly predicts a positive correlation with employee performance. Furthermore the standardized beta value of 0.306 is confirmed to be significant ($p < 0.01$). Therefore it can be stated that one unit increase in employee performance was associated with 0.306 unit increase in leadership style.

Table 4. 31 Coefficients Leadership Styles and Employee Performance

Model		Unstandardized	Coefficients	Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	2.011	.299		6.728	.000
	LeadershipStyle	.517	.094	.306	5.522	.000
a. Dependent Variable: Employee Performance						

4.7.4 Regression Analysis IV: Mediation effect of Autocratic Leadership, Laissez Faire Leadership and Democratic Leadership

The test of mediation is performed to test if a mediator variable can successfully satisfies the relationship of an independent variable and a dependant variable (Ramyah et al, 2002). Furthermore the indirect effect of an independent variable and a dependant variable is assessed through a mediation test. Hayes and Preacher (2010) has identified multiple techniques for mediation analysis. One being the simple techniques introduced by Baron and Kenny (1986), the sobel test (1982), Distribution of the product method (MacKinnon, Lockwood & Williams, 2004) and bootstrapping (Preacher & Hayes, 2004; Shrout & Bolger, 2002; Bollen & Stine, 1990). In this paper both Sobel test and the Regression analysis is also used using the Process Macros using Hayes Technique. Mediation test will be measured using a bootstrap of 5000 sampling analysis

4.7.4.1 Sobel Test

Mediation of Autocratic Leadership on the relationship between Culture and Employee Performance

Table 4. 32 Coefficients regression analysis of Culture on Autocratic Leadership

Model		Unstandardized	Coefficients	Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.590	.245		14.639	.000
	Culture	.202	.081	-.143	-2.488	.013
a. Dependent Variable: AutocraticLeadership						

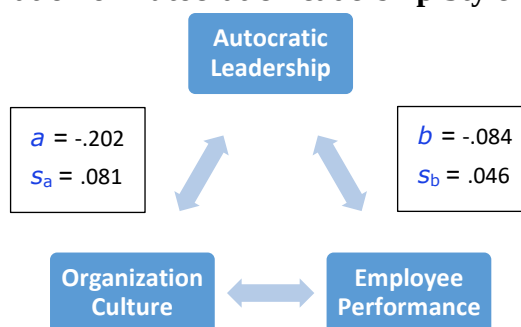
Table 4. 33 Coefficients regression analysis of Autocratic Leadership on Employee Performance

Model		Unstandardized	Coefficients	Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.897	.145		26.821	.000
	Autocratic Leadership2	-.084	.046	-.106	-1.824	.048

a. Dependent Variable: EmployeePerformance

The two regression analysis tests performed on Culture vs Autocratic Leadership and Autocratic Leadership vs Employee Performance will be used to assess the mediation effect of autocratic leadership on the study using the sobel test. As per the regression analysis test following are the reading that will be used for the sobel test

Figure 4. 2 Model – Mediation of Autocratic Leadership Style



Screenshot of the sobel test done is given below. Accordingly it can be confirmed that autocratic leadership does not mediate the relationship between Organization culture and Employee Performance ($P > 0.05$)

Figure 4. 3 Sobel Test – Mediation of Autocratic Leadership Style

Input:		Test statistic:	Std. Error:	p-value:
a	-.202	Sobel test:	1.47333149	0.14066167
b	-.084	Aroian test:	1.40179351	0.16097692
s_a	.081	Goodman test:	1.5570734	0.11945306
s_b	.046	Reset all	Calculate	

Mediation of Laissez Faire Leadership on the relationship between Culture and Employee Performance

Table 4. 34 Coefficients regression analysis of Culture on Laissez Faire Leadership

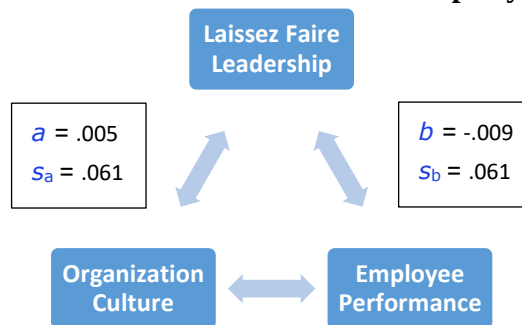
Model		Unstandardized	Coefficients	Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.186	.189		16.874	.000
	Culture	.005	.061	.005	.086	.932
a. Dependent Variable: Laissez_FaireLeadership						

Table 4. 35 Coefficients regression analysis of Laissez Faire Leadership on Employee Performance

Model		Unstandardized	Coefficients	Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.616	.200		18.099	.000
	Laissez-faire Leadership	.009	.061	.009	.147	.883
a. Dependent Variable: EmployeePerformance						

The two regression analysis tests performed on Culture vs Laissez Faire Leadership and Laissez Faire Leadership vs Employee Performance will be used to assess the mediation effect of laissez faire leadership on the study using the sobel test. As per the regression analysis test following are the reading that will be used for the sobel test

Figure 4. 4 Model – Mediation of Laissez Faire Leadership Style



Screenshot of the sobel test done is given below. Accordingly it can be confirmed that laissez faire leadership does not mediate the relationship between Organization culture and Employee Performance ($P > 0.05$)

Figure 4. 5 Sobel Test – Mediation of Autocratic Leadership Style

Input:		Test statistic:	Std. Error:	p-value:
a	.005	Sobel test: 0.07165224	0.00062803	0.94287867
b	.009	Aroian test: 0.01192486	0.00377363	0.99048556
s _a	.061	Goodman test: NaN	NaN	NaN
s _b	.061	Reset all	Calculate	

Mediation of Democratic Leadership on the relationship between Culture and Employee Performance

Table 4. 36 Coefficients regression analysis of Culture on Democratic Leadership

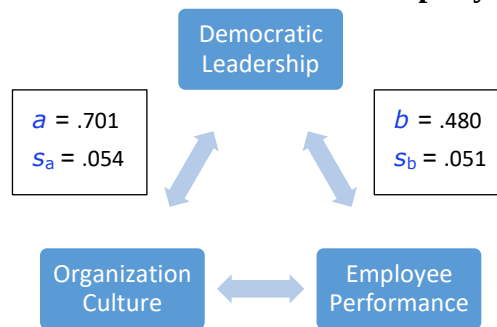
Model		Unstandardized	Coefficients	Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.276	.162		7.879	.000
	Culture	.701	.054	.606	13.088	.013
a. Dependent Variable: DemocraticLeadership						

Table 4. 37 Coefficients regression analysis of Democratic Leadership on Employee Performance

Model		Unstandardized	Coefficients	Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.081	.170		12.208	.000
	Democratic Leadership	.480	.051	.481	9.415	.013
a. Dependent Variable: EmployeePerformance						

The two regression analysis tests performed on Culture vs Democratic Leadership and Democratic Leadership vs Employee Performance will be used to assess the mediation effect of Democratic leadership on the study using the sobel test. As per the regression analysis test following are the reading that will be used for the sobel test

Figure 4. 6 Model – Mediation of Democratic Leadership Style



Screenshot of the sobel test done is given below. Accordingly it can be confirmed that Democratic leadership mediates the relationship between Organization culture and Employee Performance ($P < 0.01$)

Figure 4. 7 Sobel Test – Mediation of Democratic Leadership Style

Input:		Test statistic:		Std. Error:	p-value:
a	.701	Sobel test:	7.61980982	0.04415858	0
b	.480	Aroian test:	7.60503415	0.04424438	0
s _a	.054	Goodman test:	7.63467195	0.04407262	0
s _b	.051	Reset all	Calculate		

4.7.4.2 Process Macro – Hayes Technique

The process macro results indicated that the organization culture has no positive correlation with Autocratic Leadership ($R = -.1437$; $SE = .0785$; $p = .0132$)

Figure 4. 8 Process Macro Culture on Autocratic Leadership Style

OUTCOME VARIABLE:
Autocrat

Model Summary						
	R	R-sq	MSE	F	df1	df2
	.1437	.0207	.8847	6.2211	1.0000	295.0000
						p
						.0132
Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.5873	.2443	14.6825	.0000	3.1064	4.0681
Culture	-.1957	.0785	-2.4942	.0132	-.3502	-.0413

The process macro results indicated that the organization culture has no significant correlation with Laissez Faire Leadership ($R = .050$; $SE = .0606$; $p = .09315$)

Figure 4. 9 Process Macro Culture on Laissez Faire Leadership

OUTCOME VARIABLE:
LaissezF

Model Summary						
	R	R-sq	MSE	F	df1	df2
	.0050	.0000	.5284	.0074	1.0000	295.0000
						p
						.9315

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.1862	.1888	16.8743	.0000	2.8146	3.5578
Culture	.0052	.0606	.0860	.9315	-.1141	.1246

However it was noted that there is a relationship between Organization Culture and Democratic Leadership ($b=.6300$; $SE=.0397$; $p=.0000$)

Figure 4. 10 Process Macro Culture on Democratic Leadership Style

OUTCOME VARIABLE:
Democrat

Model Summary						
	R	R-sq	MSE	F	df1	df2
	.6300	.3970	.2262	194.1817	1.0000	295.0000
						p
						.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.7226	.1235	13.9436	.0000	1.4795	1.9658
Culture	.5529	.0397	13.9349	.0000	.4748	.6310

Furthermore it was noted that Autocratic Leadership Style ($b=-.0152$; $SE=.0333$; $p=.6491$) and Laissez Faire Leadership ($b=-.0041$; $SE=.0425$; $p=.0972$) was identified as non-significant on Employees' Performance. While Democratic leadership ($b=.1549$; $SE=.0653$; $p=.0184$) and Organisation culture ($b=.6929$; $SE=.0579$; $p=.0000$) are significant predictors of Employee Performance.

Figure 4. 11 Process Macro effect of Leadership styles and culture on Employee Performance

OUTCOME VARIABLE:
Employee

Model Summary						
	R	R-sq	MSE	F	df1	df2
	.7242	.5245	.2773	80.5238	4.0000	292.0000
						p
						.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.0471	.2352	4.4511	.0000	.5841	1.5101
Culture	.6929	.0579	11.9652	.0000	.5789	.8069
Autocrat	-.0152	.0333	-.4555	.6491	-.0807	.0503
LaissezF	.0041	.0425	.0972	.9227	-.0795	.0878
Democrat	.1549	.0653	2.3704	.0184	.0263	.2835

The mediator of Autocratic Leadership style and Laissez Faire is not supported as the indirect effect of the organization culture on employee performance is insignificant when

mediated by Autocratic Leadership and Laissez Faire Leadership (only 3% and 0% effect of the total indirect effect and is not significant as zero falls between BootLLCI and BootULCI where as there is a mediation effect from democratic leadership on the effect of Employee performance (97% of the total indirect effect of culture on employee performance is created through democratic leadership and significant as zero does not fall between BootLLCI and BootULCI). Therefore it could be noted that only democratic leadership mediates the relationship between organization culture and employee performance.

Figure 4. 12 Process Macro Total direct and direct effects

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****							
Direct effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.6929	.0579	11.9652	.0000	.5789	.8069	.9135	.6364
Indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
TOTAL	.0886	.0367	.0178	.1614			
Autocrat	.0030	.0072	-.0125	.0175			
LaissezF	.0000	.0030	-.0074	.0053			
Democrat	.0856	.0351	.0191	.1561			
Partially standardized indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
TOTAL	.1169	.0486	.0231	.2143			
Autocrat	.0039	.0095	-.0167	.0232			
LaissezF	.0000	.0039	-.0098	.0071			
Democrat	.1129	.0464	.0255	.2077			
Completely standardized indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
TOTAL	.0814	.0336	.0166	.1477			
Autocrat	.0027	.0066	-.0113	.0162			
LaissezF	.0000	.0027	-.0067	.0049			
Democrat	.0787	.0321	.0176	.1429			

4.8 Structural equation model

Multiple regression has been identified to be an effective tool in identifying relationship between constructs while predicting variance in constructs based on a trend. However multiple regression takes several assumptions into factor. The assumptions include model being refined excluding pertinent variable as it may affect the parameter coefficients, maintaining of a same level or relationship in a set of independent variables etc. however the main reason for the selection of Structural Equation modelling for this research was to assess the mediating effect of leadership styles as it allows simultaneous evaluation of the

model constructs as opposed to the multiple regression model where a sequential model has been identified.

The structural equation model run using SMART PLS is given below and will be used to confirm the relationships tested using regression test. The number given in each construct is the R-square value which represents the model significance. Accordingly it can be seen that Organization culture – Employee performance and organization culture- Leadership style is confirming the model to be representing more than 40% of the dependent constructs. Furthermore it was noted that Leadership style construct is a formative model as there is insignificant correlation between the constructs while Organization culture and Employee performance are reflective models. 5000 sample iterations were used for the bootstrapping process.

The following model represents all leadership styles in a single composite variable. And the model proves the mediation of the leadership style variable in the relationship between organization culture and employee performance as per the readings given below ($p1 \cdot p2 \cdot p3 > 0$). However it can be noted that the effect of Laissez faire is insignificant and is to be removed as the construct is low on reliability.

Figure 4. 13 Structural Equation Model 1

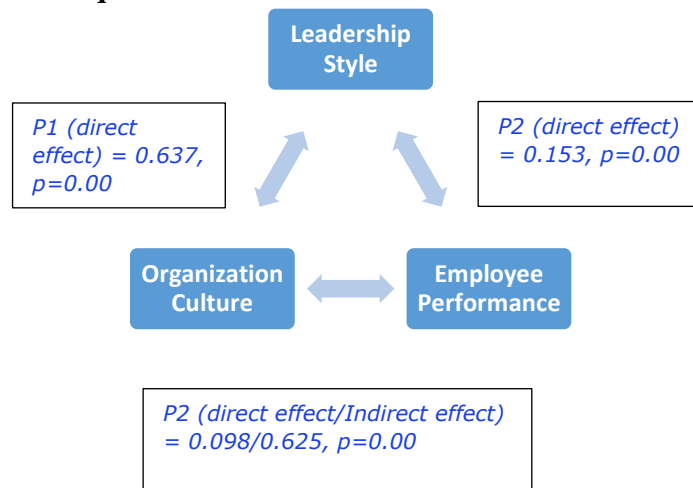
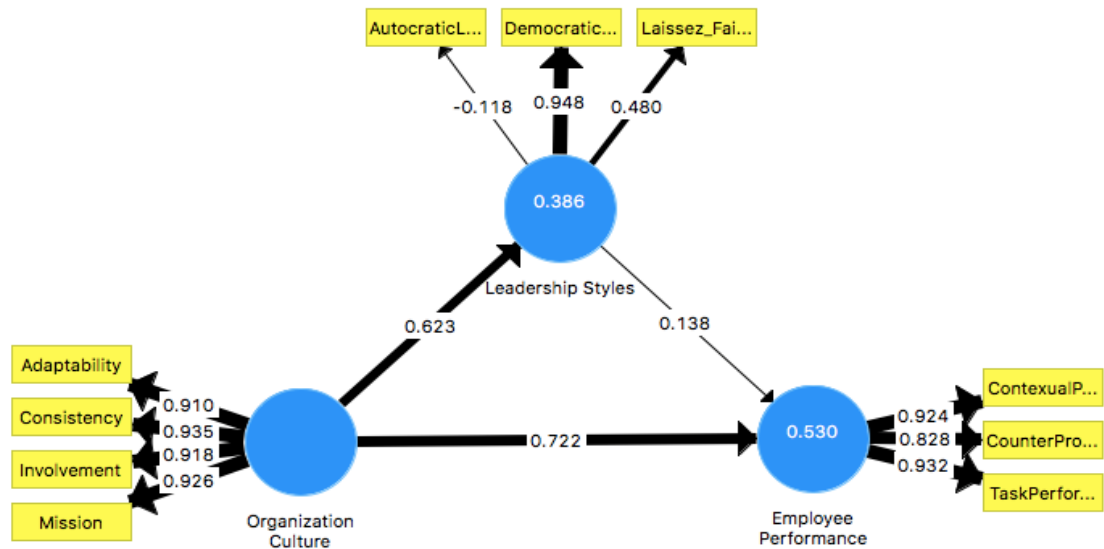


Figure 4. 14 SMART PLS_ Model 1



Total Effect and the construct R2 adjusted is indicated in the diagram

Table 4. 38 - Path Coefficients

	Employee Performance	Leadership Styles	Organization Culture
Employee Performance			
Leadership Styles	0.138		
Organization Culture	0.722	0.623	

Table 4. 39- Indirect Effect

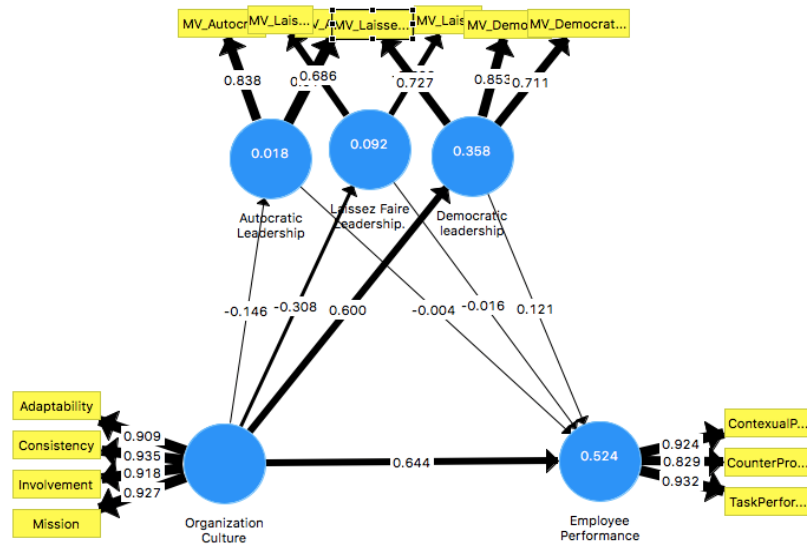
	Employee Performance	Leadership Styles	Organization Culture
Employee Performance			
Leadership Styles			
Organization Culture	0.086		

Table 4. 40 - Total Effects

	Employee Performance	Leadership Styles	Organization Culture
Employee Performance			
Leadership Styles	0.138		
Organization Culture	0.636	0.623	

Next model will be run with the two leaderships as separate mediating variables as the variables are showing contradicting readings. As per the following model it can be noted that democratic variable is complementary mediator ($p_1 * p_2 * p_3 > 0$) while autocratic leadership is a competitive mediator ($p_1 * p_2 * p_3 < 0$)

Figure 4. 15 SMART PLS Model 2



Path Coefficient and the construct R2 adjusted is indicated in the diagram

Table 4. 41 – Total effects

	Autocratic Leadership	Democratic Leadership	Laissez Faire Leadership	Employee Performance	Organization Culture
Autocratic L				0.004	
Democratic L				0.117	
Employee Perf.					
Laissez Faire L.				-0.014	
Organization Culture	-0.146	0.601	-0.309	0.725	

Table 4. 42 – Indirect Effects

	Autocratic Leadership	Democratic Leadership	Laissez Faire Leadership	Employee Performance	Organization Culture
Autocratic L					
Democratic L					
Employee Perf.					
Laissez Faire L.					
Organization Culture				0.074	

Table 4. 43 Path Coefficients

	Autocratic Leadership	Democratic Leadership	Laissez Faire Leadership	Employee Performance	Organization Culture
Autocratic L				0.004	
Democratic L				0.117	
Employee Perf.					
Laissez Faire L.				-0.014	
Organization Culture	-0.146	0.601	-0.309	0.651	

4.9 Qualitative Data Analysis

In order to analyse culture, in depth interview method was selected as it allows the researcher to probe in to issues that are important to the study using open ended questions. A semi structured interview was carried out with targeted senior managers. The researcher was able to interview 11 senior managers. The interview was mainly focused on the questions that could not be covered using a questionnaire. The interviewees included a senior manager from every division in order to ensure a similar representation from each departments. The hierarchical position of the interviewees varied from Grade 10 managers to the Chief level which is Grade 13. Main objective of the step was to obtain a holistic view of the study. Qualitative methods allow researcher to obtain rich data through narratives, personal experiences of the interviewees and storytelling (Stanford, 2010). The following open ended questions were used in the semi structured interview, however in cases where the researcher saw more opportunity to obtain more information, additional questions were used. The responses obtained were then analysed using a thematic analysis (refer below table)

1. What does organization culture mean to you?
2. Do you know what the organization values are?
3. Do you think the culture of SriLankan Airlines is strong and results in improved employed performance?
4. How can SriLankan Airlines improve its culture?
5. How has the culture of SLA changed from the time it was partly owned by Emirates?
6. What are your views on the current leadership style?
7. Do you think leadership style plays a significant role on employee performance?
8. In the questionnaire it was stated that Consistency culture will play a negative role on employee performance, what is your view on consistency?

Table 4. 44 Thematic Analysis

Theme	Quantitative Analysis	Responses
Culture	How we do things	11
	How a company does business	2
	Procedures and Norms	3
	Company ethics	2
	Values	4
	Shared Beliefs	3
	Guidance Principals	4

Leadership	Democratic Leadership	10
	Autocratic Leadership	1
	Laissez Faire	1
Culture improvement	Agreed shared vision and mission	8
	Continuous investment on staff skill development	3
	Performance culture	4
	Improved staff engagement	2
	Improved job perception	2
	Flexible working hours	5
	Layout changes	2
	Job Rotation within departments	2
	Middle level manager meetings	4
	Improved appraisal system	6
	Rewards based on performance	7
	Carrier development programme	5
	Open competition	3
	Balance between performance in terms of day to day work and innovation	2
Organization Values	Unaware	4
	Core Competencies	3
	Profitability	6
	Well defined Mission	4
Employee Performance	Has an affect from culture	11
	Culture can be improved	10
	Culture is strong	1
Culture change with ownership	Culture changed since Emirates	10
	Political Interference	5
	Traditional culture	4
	Poor Leadership	4
	Poor performance culture	4
	High Job security	6
	Demotivated staff	7
	Poor focus on the overall objectives	3
Leadership style effect on employee performance	Significant	11
Consistency culture	Traditional work environment	7
	Complacent	6
	High resistance to change	4
	Less innovative	2

4.10 Chapter Summary

Results and findings of the main study was analysed in this chapter. The data which was collected from the employees of different hierarchical grades was first cleaned up using statistical methods such as multivariate and univariate analysis to identify the extreme figures that would distort the final output and missing data was analysed in order to reduce the effect from the missing data (if any). Furthermore normality test was performed in order to ensure that the data is normally distributes and homoscedasticity tests were performed to identify the scatters of each variable. Tests such as multicollinearity, linearity tests were done to understand the relationship within the constructs. Reliability was boosted with factor analysis and finally regression analysis was performance in order to address the research questions.

Initial stage of data analysis in this study included the assessing of Outliers and missing values. In terms of missing values there were no missing values in the variables that are selected for the main model. Missing values were enabled only in past appraisal field as it was a sensitive subject for the respondents. In terms of outliers, no univariate outliers were found however 9 multivariate outliers were found and removed which reduced the sample size from 300 to 291. Demographics were analysed to check if the sample represents the population and it was noted that the sample is in line with the populations in terms of the demographics.

The relationship between the variables were assessed using multicollinearity and linearity test. Multicollinearity suggested that the study does not have independent variables that are overly correlated (Tolerance <0.2 and VIF < 5). And linearity test confirmed that there is positive correlations between construct except for the Autocratic leadership construct.

In terms of the data distribution it was confirmed that the data is normally distributed ($p < 0.05$) and the data is symmetrically skewed with the exception of the Employee performance variable. Furthermore there was no threat of common method bias as (Total variance $< 50\%$).

In the next step of reliability and validity item analysis and factor analysis was performed. Item analysis suggested that both Autocratic and Democratic Leadership had an item each which was lower than 0.15. The item was not removed until the factor analysis performed. Factor loading was performed to identify the groups of variables that exists within the data as per the database. In order to perform the factor loading principal component was

selected with Varimax rotation. As per the factor loading it was found that 1 factor in Autocratic and 1 in Laissez Faire Leadership had cross loadings and was therefore removed to improve reliability. The reliability of the total model was 0.964.

Multiple regression analysis confirms that all independent variables in the model were found to be significantly and positively correlated with the dependent variable with the exception of Consistent culture. Furthermore it was confirmed that leadership style had a positive correlation towards employee performance. The impact of each leadership style was examined as a mediator between the relationship of Organization culture and Employee Performance. Mediating effect was tested using Sobel test and Hayes method. The results of these two tests confirmed that Democratic Leadership has a mediation effect in the relationship between Organization culture and employee performance while no mediation effect was seen in Autocratic Leadership.

CHAPTER 5 - DISCUSSION

5.1 Introduction

The analysis chapter includes a discussion on the tests that were performed in order to address the research questions. Following the findings of the previous chapter the objective of this chapter will be to summarize the findings and discuss the findings as per the proposed conceptual framework and literature review. This chapter will begin with a discussion on the findings and a discussion relating to the research questions and the relevant hypothesis. A summary of all the research questions and the relative analyses conducted will also be included.

5.2 Discussion on the Study

This study analyses the important role of organizational culture and leadership style in SriLankan Airlines in the context of Employee performance. SriLankan Airlines represents the airline industry of Sri Lanka and has undergone many management changes as identified in the introductory chapter. The main shareholder of the company is the government of Sri Lanka having 98% of the shares. Therefore the organization has continuously been facing changes in the management and the vision of the organization. The airline industry have faced serious challenges dealing with high competition and market changes due to economic factors thus making SriLankan Airlines more responsive and adaptive to the challenges will be addressed. An objective of this study was to bring SriLankan Airlines to a state where the culture of the organization is such that it will be able to handle the volatility of the market conditions and the management. The cultural study undertaken in this study will be considering the more outer aspects of culture rather than the underlying aspects as it was more suitable to assess the relationship towards employee performance.

Relevant literature was the base for the research questions, hypothesis, research questionnaire and the conceptual framework introduced in the initial chapters and the methodology chapter was used for the analysis phase of the study where the steps and the directions were given. In this chapter the findings of the research will be supported by further literature review.

The relationship of the three concepts, Organization culture, Employee performance and Leadership style have been hypothesised and will be studied further in terms of the analysis in this study to arrive at recommendations where the organization managers will be able

to use. The research design and the conceptual framework has been conceptualized around the main 5 research questions stated above which has been translated to hypothesis in order to simplify the study. Accordingly 6 main Hypothesis will be tested while 17 sub hypothesis will be tested as well. As defined in the methodology chapter mixed methodology will be adapted with the main study being the quantitative study (Questionnaire using online survey method) and the secondary study will be a qualitative study (interview). Out of the 540 questionnaires distributed, 300 were received recording a response rate of 63% which is an impressive response rate as per studies.

As discussed before regression analysis will be used to test the direct relationships between constructs while the mediator has been tested using two methods, sobel test and using the process add on of SPSS. The findings of the data analysis will be discussed in the next chapter.

5.3 Results summary

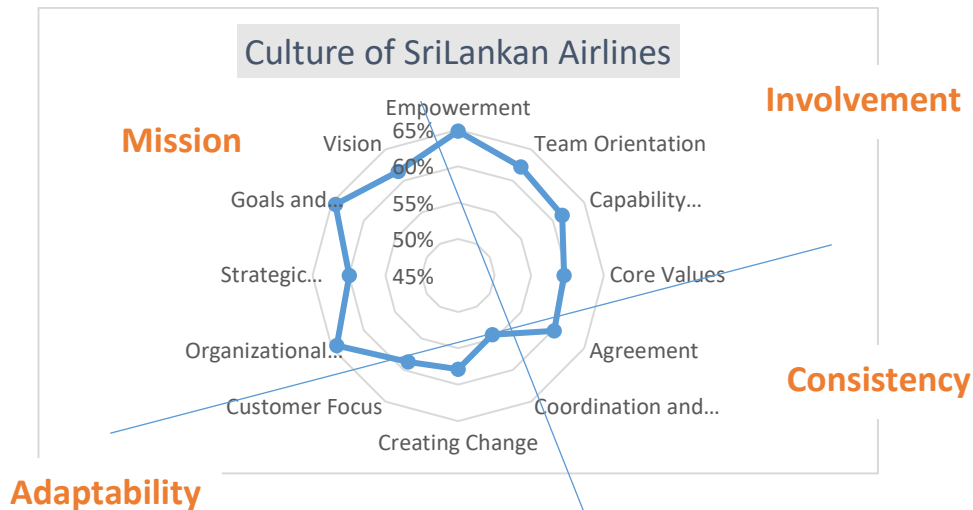
Due to the changing of culture that has taken place in the past two decades at SriLankan Airlines with the management change, it was identified that the organization has lost some of its good values that would've had a competitive advantage for the airlines. The main objective of this study is to identify the factors that needs to be considered when improving the culture of SriLankan Airlines in terms of Employee performance. Employee performance was seen as an important factor for the organization performance mainly due to the airline business being a service oriented one. The secondary objective of this study to assess the effect of Leadership style on the relationship between organization culture and employee performance. There have been many studies done on the direct impact of organization culture on employee performance and the direct impact of leadership style on employee performance,

However research on the mediating relationship of Leadership style and the indirect impact that is imposed by leadership style on the relationship between organization culture and employee performance are limited. The effect of organizational culture on leadership style was also evaluated in the study. 5 research questions based on the conceptual framework and the gaps identified were will be the outline of this chapter. The results summary given in the previous chapter will be discussed in detail below.

5.3.1 Research Question 1 - How strong is the current culture of SriLankan Airlines in terms of performance?

Denison's cultural model was selected in assessing the culture at SriLankan Airlines. The data gathered from the survey enabled the researcher to identify the culture in 4 main aspects: Involvement culture, Adaptability Culture, Consistent Culture and Mission culture, which are believed to be contributing towards performance of the airline.

Figure 5. 1 SriLankan Airlines Culture Strength (Source : Original Research)



Above is a depiction of the organizational culture at SriLankan Airlines which shows the magnitude of the factors adapted within the company. Empowerment, Organization learning and Goals & objectives are seen as the highest reading factor which Coordination & Integration, Creating change and customer focus points are showing the lowest. The instrument is adapted from Denison's (2006) cultural framework. The average value of organization culture index is 61% indicating that SriLankan does not have a strong culture as per the observations of the staff. Involvement, consistency, adaptability and mission culture are having index of 63%, 58%, 60% and 62% respectively suggesting the following

- The airline management to communicate, socialize and implement the value system consistently to improve behavioural standards in providing a high class service to the passengers.
- Hotel management to empower employees through team work, supervision, building trust and capability development
- Organization to communicate its ethical code and values to employees for practice.
- To improve coordination and integration in the work processes.

5.3.2 Research Question 2: What is the level of employee performance levels currently seen in the organization??

As per the survey the performance of the staff is between the ranges of 3.5-3.8 (which can be considered as moderate. This was further confirmed by the appraisal ratings of the responses received, which indicated that most of the employee fall into the second category. Following is a breakdown of the percentage performance for each of the categories used to measure performance.

Table 5. 1 Performance Measures

	Performance level
Task Performance	75%
Contextual Performance	71%
Counterproductive work behaviour scale	73%

Following will be a representation of employee performance of each category of employee. As per the table given below it can be noted that the male employees perceive themselves as better performers compared to female employees

Table 5. 2 Employee Performance and Gender

	Female	Male
Low Performer	14%	13%
Average	31%	8%
Performer	50%	69%
High Performer	5%	10%

Employees in the category of age “40-49 years” and “more than 50 years” are showing the highest perceived performance.

Table 5. 3 Employee Performance and Age

	Less than 30 Years	30-39 Years	40-49 Years	More than 50 Years
Low Performer	7%	20%	9%	11%
Average	33%	28%	3%	17%
Performer	56%	48%	75%	65%
High Performer	4%	5%	13%	7%

Low performance is seen in the employees having a length of service between 5- 14 years. This statement cannot be supported as employees having a length of service of less than 5 years are high performers as well

Table 5. 4 Employee Performance and Length of Service

	Less than 5 Years	5-9 Years	10-14 Years	15-19 Years	Over 20 Years
Low Performer	2%	23%	22%	13%	7%
Average	24%	33%	15%	2%	16%
Performer	61%	39%	59%	77%	70%
High Performer	13%	5%	4%	8%	6%

The post graduate employees are the lowest performing employees.

Table 5. 5 Employee Performance and Education Level

	Secondary	Diploma/ Certificate	Graduate	Professional	Post Graduate
Low Performer	0%	13%	10%	12%	19%
Average	47%	16%	14%	10%	30%
Performer	53%	69%	62%	73%	46%
High Performer	0%	2%	15%	5%	5%

As depicted in the table below it can be seen that the distribution of performance varies among the divisions. Highest performance can be seen in Service Delivery Department and Support Services Department.

Table 5. 6 Employee Performance and Division of Work

	Commercial	Finance	Service Delivery	Engineering	Corporate Office	Support Services
Low Performer	22%	17%	5%	23%	8%	0%
Average	21%	17%	19%	7%	30%	20%
Performer	53%	67%	55%	70%	60%	73%
High Performer	4%	0%	21%	0%	2%	7%

Not supported as there are no high performers in the highest grade category

Table 5. 7 Employee Performance and Grade

	Graded	Executive	Manager/Senior Manager	Head/ Chief
Low Performer	8%	16%	13%	0%
Average	28%	18%	21%	0%
Performer	42%	62%	61%	100%
High Performer	22%	5%	5%	0%

Perceived performance of an employee is not correlated with the appraisal marks given. Only 10% of the employees who got grade A perceives themselves as high performance, 22% perceives as low performance as depicted in the table below, All the employees who have got Grade D (lowest) appraisal grade are perceiving themselves as performance. Therefore it is seen that there is a gap between perceived performances versus the appraisal grading of an employee

Table 5. 8 Employee Performance and past appraisal grade

	Grade A	Grade B	Grade C	Grade D	Missing
Low Performer	22%	12%	0%	0%	13%
Average	22%	23%	17%	0%	0%
Performer	47%	61%	83%	100%	58%
High Performer	10%	4%	0%	0%	29%

5.3.3 Research Question 3: Where are organizational cultural interventions required to establish employee performance at SriLankan Airlines?’

Regression analysis test proved that there was positive and significant correlation seen between 3 of the constructs of Organization culture on Employee Performance. Positives relationship was seen between involvement culture, Adaptability culture and Mission culture with coefficients of .459, .212, .320 ($p < 0.01$) and employee performance. However negative correlation was seen between consistent culture and employee performance with a negative coefficient of $-.205$ ($p < 0.05$). This was further proved by Lindsey et al (2012) who suggested that consistent culture will only be a positive contributor to employee performance is depending of the level of other 3 factors (Involvement, Mission and Adaptability). Than the other cultural traits, consistency has been discussed in both positive and negative way stating that consistency can be a positive contributor to sustainable performance and it can also be a contributor to deficiencies that can be a negative predictor for performance. (Sorenson, 2002; Kotter and Heskett, 1992; Tushman and O'Reilly, 1997). Furthermore Yilaz and Ergun (2008) stated that consistency is negatively related to performance when it's related to human resources). In this light, it was concluded that the negative correlation between consistency and employee performance in the context of SriLankan Airlines can be confirmed as the correlation of adaptability and mission culture were not as strong as Involvement culture. The negativity seen in the correlation between consistent culture and employee performance can be looked at in the future studies as to

the reason of how consistency can be a negative contributor. It should also be noted that the negative results could also depend on other factors in the study such as the selected sample, data collection method etc.

H1 There is a direct relationship between organisational culture and Employee Performance - Supported

H1.A There is a relationship between Involvement and Employee Performance - Supported

H1.B. There is a relationship between Adaptability and Employee Performance - Supported

H1.C. There is a relationship between Consistency and Employee Performance – Not Supported

H1.D. There is a relationship between Mission and Employee Performance - Supported

Previous studies have identified the direct effect of organization culture for employee performance (Hartnell, et al., 2011; Zheng, et al., 2010; Dutt, 2009; Dension and Mishra, 1995; Dension, 1990). The studies mainly identified the sense of satisfaction achieved by the employees when the organization culture is in line (Dutt, 2009; Lok and Carwford, 2004). Denison's study (2004) which inquired into organization effectiveness through organization culture was conducted examining 230 organizations belonging to various industries from different parts of the world (Asia, Europe, North America, Africa and the Middle East). This study showed the correlation between organization culture and employee performance to be significant. As per the study of Denison (2004) he suggested that performance was related to the empowered employees, team work, having a clear strategic intent and Adaptability. In addition, a research which was conducted to by Jans and Frazer-Jans (2008) to test the association between corporate culture and organization effectiveness, it was noted that the organizations which gave prominence to human resource management are more likely to be more effective compared to others in the industry. As per the significance of each factor, Involvement culture was proven to have the most significant effect with an unstandardized Beta value of .466 followed by mission culture (Beta value of .298) and Adaptability Culture (.257). Consistency was shown to have a negative effect when considering with the other 3 aspects (-.209)

5.3.4 Research Question 4: What is the effect of Leadership style on the relationship between organizational culture and employee performance?

The correlation analysis confirms that there is a positive and a significant relationship with organization culture and leadership style as claimed in the previous studies (Cameron and Quinn, 2011; Zheng, et al., 2010; Gergory et al., 2009; Denison et al., 2004). Furthermore the relationship between leadership style and employee performance was claimed while the analysis proved that leadership style is a mediator in the relationship between the independent and the dependent variable. However this mediation type is a partial mediation as there is a high direct relationship between the independent and the dependent variables. Full mediation can be obtained only when there is an insignificant direct relationship with the two variables. (Parry and Proctor-Thomson, 2013; de Poel, et al., 2012; Steyrer, et al., 2008; Xenikou and Simosi, 2006; Ogbonna and Harris, 2000). The next part of this chapter will study the relationship of leadership styles with the other variables in depth

- Organization culture and leadership style

As discussed in Literature review there are several studies which claims the direct relationship between culture and leadership style (Tojari et al., 2011; Schein, 2010; Sharma and Sharma, 2010; Block, 2003; Ogbonna and Harris, 2000). In some cases the studies claim that the leadership style effects organizational culture, however this study will assess the contrary which will test for the effect of organization culture on employee performance. The regression analysis confirmed a strong direct relationship between organization culture and leadership style (standardized beta of 0.375 suggest that there is a positive significant effects). In general it could be concluded that the Hypothesis stating the relationship between organization culture and leadership style is confirmed by the findings. These results are in line with the literature review (Acar, 2012; Schein, 2010; Tsai et al., 2009; Xenikou and Simosi, 2006; Ogbonna and Harris, 2000).

H2.There is a relationship between Organization Culture and Leadership Styles: Supported

It was concluded that the impact organization culture has on managers and leaders in choosing an appropriate leadership style to improve employee performance.

- Leadership Style and Employee performance

The relationship between leadership style and employee performance was also tested using regression analysis. It was proven from the regression analysis that there is a direct correlation between the two variables with a standardized coefficient Beta of .306 ($p < 0.01$) and $R^2 = 9\%$. There have been many studies confirming the relationship between leadership style and Employee performance (de Poel, et al., 2012; Timothy, et al., 2011; Wang, et al., 2010; Hawkins, and Dulewicz, 2009; Robinson, et al., 2008; Xenikou and Simosi, 2006; Parry and Proctor-Thomson, 2003) and also the studies conducted by dePoel et al. (2012), Haakonsson et al. (2008) and Steyrer et al. (2008) confirms the relationship between Leadership style and employee performance. The employee performance is enhanced through an appropriate leadership style through improvement in employee morale, job satisfaction, improved employee loyalty (Wang et al, 2010; Peterson et al., 2009; Jing and Avery, 2008; Keller, 2006; Harris and Ogbonna, 2002). In the light of analysis of the organization presented in chapter 2 concerning the SriLankan Airlines culture's emphasis on the improved power distance, implementation of a suitable leadership style within the organization would help to bridge the gap between employee communication, feel of ownership, trust etc whilst improving employee performance. The feel of ownership for the purpose of converting or replacing the personal employee goals to organizational goals was identified by many studies (Javidan and Dastmalchian, 2003; Dastmalchian, et al., 2001).

Furthermore it should be noted that in the previous subchapter the organizational culture was proved to be a determinant of Leadership style, therefore the alignment of organization culture too is important in the process.

H3. There is a relationship between Leadership Style and Employee Performance:
Supported

- Mediating relationship of Leadership style in the relationship of organization culture and employee performance

Two methods were followed by the researcher to analyse the mediating effect of Leadership style. First method being the sobel test which requires a regression analysis on 1) independent to mediating variable and 2) mediator to the dependant variable. The second method is the process method which was performed on SPSS with the Process ad-on. Both methods proved that there is an indirect effect of leadership style on employee performance. Furthermore structural model was also tested with the proposed model. As per the performed tests it was identified that democratic leadership has a significant positive indirect effect on employee performance whereas autocratic leadership has a negative impact on employee performance.

H4. Leadership Styles will mediate the relationship between Organization Culture and Employee Performance

H4.A Autocratic Leadership Styles will mediate the relationship between Organization Culture and Employee Performance

H4.B. Democratic Leadership Styles will mediate the relationship between Organization Culture and Employee Performance

H4.C. Laissez Faire Leadership Styles will mediate the relationship between Organization Culture and Employee Performance

In the study of the mediation effect of the leadership style on the relationship between the independent variable and dependant variable, three types of relationships are to be tested 1) Independent variable vs mediator, mediator vs dependant variable 3) independent vs dependant variables. In this study mediation of the leadership style variable as a composite variable was tested while also testing the mediation of each leadership style (which satisfies the reliability test). The test was done only on autocratic leadership and democratic leadership styles as laissez faire leadership did not qualify to be a standalone variable in the study.

There have been researched conducted on organizational culture, employee performance and leadership style where the role of each construct has been analysed (Tojari, et al., 2011; Xenikou and Simosi, 2006; Parry and Proctor-Thomson, 2003; Ogbonna and Harris, 2000). The mediating impact of Organization culture on the relationship between leadership styles and employee performance has been investigated in many previous studies (Tojari, et al., 2011; Xenikou and Simosi, 2006; Ogbonna and Harris, 2000). This study focuses on the

mediation effect of the leadership style on the relationship between organization culture and employee performance which has been studied and proved in previous studies (Steyer et al, 2008). The mediation effect of leadership style proposes that there is an indirect relationship between the organization culture and employee performance constructs which is caused by Leadership style in the organization.

One of the main objectives of this study is to identify the type of leader style that should be adapted in line with the organization culture in order to compliment the employee performance. Therefore this study also looked into the mediation effect of each leadership style. Many studies have identified that leadership style which is not aligned with the organization culture could result in demotivation of employees, less employee morale, low quality work etc which could in turn result in low employee performance (Steyrer, et al., 2008; Lok and Crawford, 2004). Therefore the researcher notes that the issue of the leadership style not being in line with the culture could have a serious impact on employee performance at SriLankan Airlines as the country Sri Lanka has a unique national culture. In order to test the hypothesis relating to the effect of leadership styles a series of tests such as correlation analysis and regression analysis were conducted (Baron and Kenny, 1985) using SPSS and also was tested with a Structural Equation Model.

As per the findings of the research it was confirmed that the leadership styles variable will be a mediating variable in the relationship between organization culture and employee performance. Furthermore in the test that was done for each leadership style it was found that Democratic leadership is a mediator in the relationship while having a positive contribution whereas Autocratic Leadership will not be a mediator in the relationship. This has been proved in previous studies which stated that the organization which are more hierarchical are less effective than those which aren't (Acar, 2012; Schimmoeller, 2010; Jans and Frazer-Jans, 2008).

In the case of SriLankan Airlines the leaders are not just a mediator between culture and performance, their responsible of the completion of defined tasks. The objective of the leaders are to find a balance between satisfaction of employees as well as achieving the company goals. Therefore it's concluded that leadership style is an important aspect of the organization as it has a significant impact on the employee performance. Furthermore it

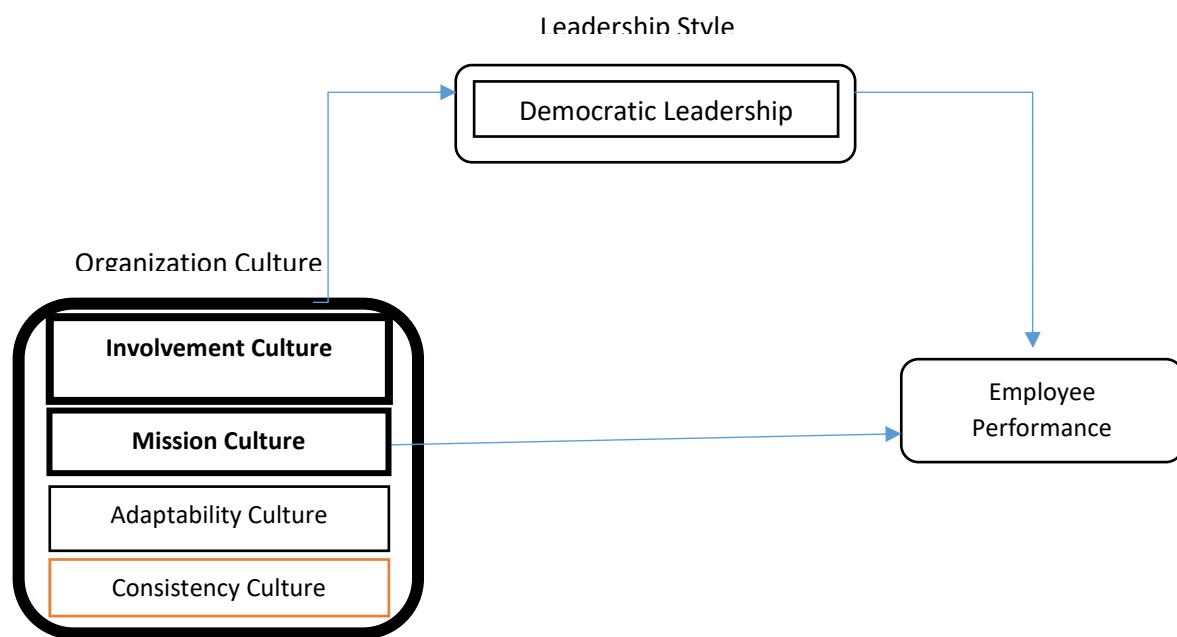
should be noted that the leaders of an organization are guided by the organizational culture while having a direct impact on employee performance. This has been identified by a previous studies conducted as well (Tojari, et al, 2011; Fey and Denison, 2003; Armstrong, 1998)

Based on this analysis it's proven that the leadership style will be a partial mediator between the relationship of organization culture and employee performance. And that democratic leadership style is preferred in the organization for improved performance. However it is pertinent to note that the mediating effect of leadership style on employee performance is far less significant than the direct effect of organization culture on employee performance.

5.3.5 Research Question 5: To what extent will theoretical framework require modification to be relevant to its research context?

Analysis shows that there is a strong relationship between organization culture and employee performance and highlights that the main 3 aspects of culture directly connected to improved employee performance are adaptability culture, involvement culture and mission culture. In terms of Consistency culture, the study suggest that though consistency is a contributor to performance, in a multiple regression consistency will have a negative coefficient towards employee performance compared with the other constructs of organization culture. Leadership style was found to be a mediator where the democratic leadership aspect was identified to be the preferred style of leadership. Another objective of this study was to identify the significance of each element and thus will be indicated in the conceptual framework. Following is the revised framework after the analysis of information collected from the survey and the interview. The conceptual framework also will include the positivity in significance of organization culture for the improvement of employee performance compared to significance of leadership style.

Figure 5. 2 Conceptual Framework



5.4 Chapter Summary

Table 5. 9 Hypothesis Test Results

Title	Hypothesis	Supported/ Unsupported
Where are organizational cultural interventions required to establish employee performance at SriLankan Airlines	H1 There is a significant positive impact of organisational culture on Employee Performance	Supported
	H1.A There is a significant positive impact of Involvement culture on Employee Performance	Supported
	H1.B. There is a significant positive impact of Adaptability culture on Employee Performance	Supported
	H1.C. There is a significant positive impact of Consistency culture on Employee Performance	Not Supported
	H1.D. There is a significant positive impact of Mission culture on Employee Performance	Supported
Effect of Leadership Style	H2. There is a significant positive impact of Organization Culture on Leadership Styles	Supported
	H3. There is a significant positive impact of Leadership Style on Employee Performance	Supported
	H4. Leadership Styles mediates the relationship between Organization Culture and Employee Performance.	Supported
	H4.A Autocratic Leadership Styles mediates the relationship between Organization Culture and Employee Performance	Not Supported
		Supported

	H4.B Democratic Leadership Styles mediates the relationship between Organization Culture and Employee Performance H4.C Laissez Faire Leadership Styles mediates the relationship between Organization Culture and Employee Performance	Not Supported
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In conclusion, this chapter provides a discussing of the analysis carried out in chapter four and will include an interpretation of the analysis. All the research questions proposed in the study have been discussed along with all the hypothesis developed and has been discussed along with the previous literature. Accordingly out of the 4 independent variables proposed, 3 independent variables are significantly and positively correlated to the dependant variable and the other independent variable which is the consistency culture has been considered as negatively correlated. This negative correlation can be explained by literature where it's noted that consistency culture will only be a positive contributor to employee performance if the other three variables (Involvement, Mission and Adaptability) are strong, thus should only be focused on in an organization which has a strong culture in terms of Involvement, mission and adaptability. Furthermore the results also confirmed the mediating role of leadership style which is a partial mediator and identified that in terms of each leadership style, only democratic leadership style will be the mediating leadership style. It should also be noted the main contributor of employee performance is organization culture whereas contribution from leadership styles was noted to be far less significant as per cultural aspect. In summary, it could be deduced that although there is no doubt that the main contributor of employee performance is the direct impact of organisational culture, it is also important to consider the impact of the leadership style chosen by managers to improve employee performance. The next chapter the researcher will discuss the implications and contributions of the study.

CHAPTER 6 – CONCLUSION AND RECOMMENDATION

6.1 Introduction

This chapter will focus on the primary objective of the research which is to arrive at an extended model on the relationship of Organization culture and Employee performance while identify the role played by Leadership styles in the relationship. The implications based on the new findings will be discussed and recommendations will be identified.

In order to achieve the main objectives the following research questions of this study were considered

1. Does SriLankan Airlines have a strong culture?
2. Where are organizational cultural interventions required to establish employee performance at SriLankan Airlines?
3. What is the level of employee performance levels currently seen in the organization?
4. What is the effect of Organization culture on leadership styles?
5. Does leadership style have a direct impact on employee performance?
6. What is the effect of Leadership style on the relationship between organizational culture and employee performance? And what is the preferred leadership style?
7. To what extent does the conceptual framework require changes for SriLankan Airlines to improve employee performance by changing the organization culture and leadership styles?

The approach taken to arrive at the research objectives first included a thorough review of literature to identify the subject matter and the gaps in literature, there after the methodology of the research was put together to suit the study and to ensure accuracy of the results of the study. The data collected was thereafter analysed and finally this chapter will consider all the previous chapters to arrive at a conceptual framework for SriLankan Airlines to mould its culture and leadership with the main objective of improving employee performance. Furthermore this chapter will also discuss the future research areas.

6.2 Implications and Contributions

The implications/contribution will assess the findings of the study in order to identify the steps that needs to be taken in order to improve employee performance at SriLankan Airlines while improving the quality of the product. Many aspects can be taken into consideration for implications, however this study will focus on 2 types of implications and contributions from the study which are along the lines of theoretical implications and managerial implications. The following sub chapter will focus on addressing the implications and the contributions under each of the aforementioned aspects

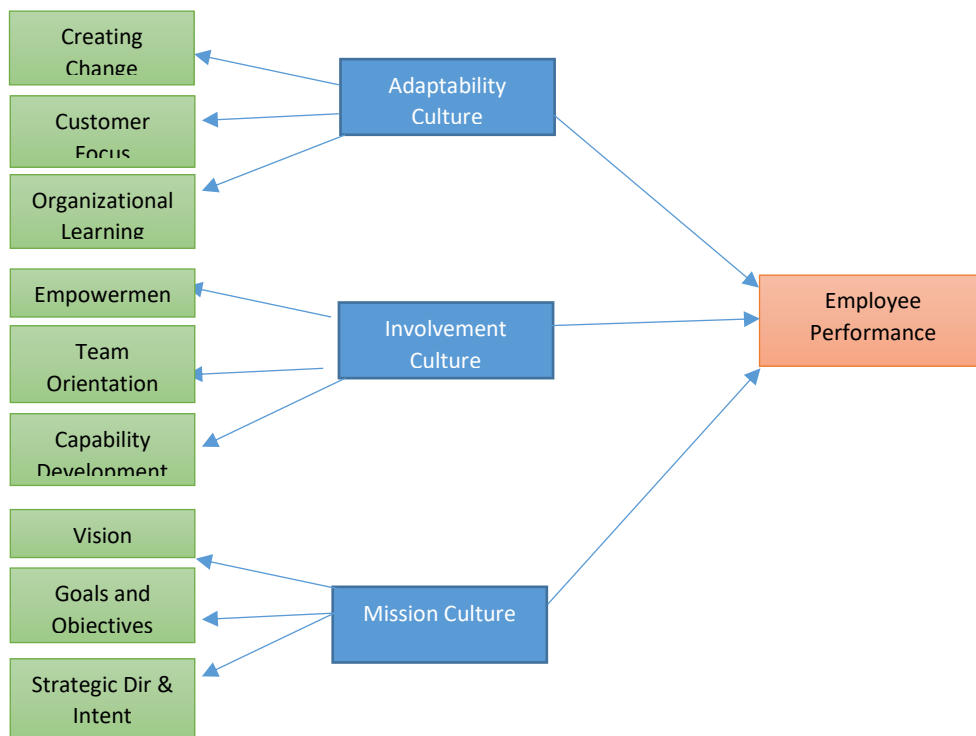
6.2.1 Theoretical Implication and Contribution

The findings of this research have many theoretical implications on the culture models that have been published. As stated before, one of the objectives of this research is to develop a model or a conceptual framework which will outline the relationship between organizational culture, leadership style and employee performance. In order to achieve the objectives the researcher first conducted a literature review where the researcher analysed the previous studies that have been done on the subject to identify what's already been found and also to identify the gaps in models as well as the improvements that could be done. The literature review included a thorough review of the organization culture and the aspects of organization culture and also looked at the aspects of leadership styles and employee performance, Thereafter the researcher also identified the relationship among these three constructs as per the previous studies that have been done, thereby to understand the role of each construct.

In assessing the organization cultural aspect it was identified that the Denison culture framework is the most ideal for the study of SriLankan Airlines culture in terms of performance. Denison cultural framework has been used in many other studies in organizational culture research including the research focused on cultural effectiveness, strategic culture, relationship between culture and leadership etc. Majority of the previous research done on cultural effectiveness has been done based on the direct effect of organization culture on employee performance, Following is the relationship of the cultural aspects on employee performance as per the study done. Consistency culture was identified as a negative construct for SriLankan Airlines as the other aspects were not

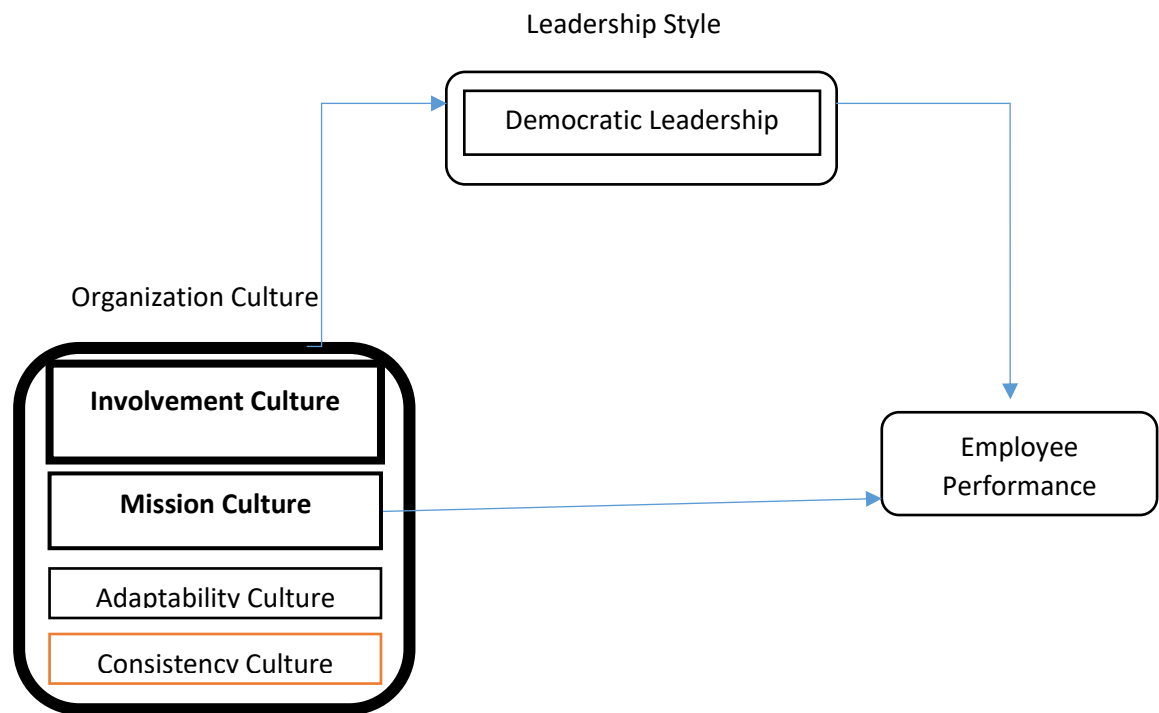
strong, therefore it was noted that consistency culture will only be a construct for organization culture when all other 3 aspects are strong.

Figure 6. 1 Organization Culture vs Employee Performance (Source: Original Research)



Strategic leadership was identified as an important aspect of employee performance, therefore for the main conceptual framework included leadership styles was included as a mediator to the model that is being tested. In most of the previous studies the mediation of the leadership style has been tested taking leadership style as a composite variable, however this study has looked into the specific leadership styles using the Hayes mediation model (Model 4 was used in the study). Furthermore the variation of demographics were tested in the study to identify the behaviour of demographics. While varying levels of proof was found for each of the research questions and hypothesis. The following conceptual model was the newly found model for the research on the three constructs (culture, leadership style and employee performance)

Figure 6. 2 New Conceptual Framework



The above developed makes the contribution to literature by grounding the impact of Leadership style specifically democratic leadership style as a mediator in the culture effectiveness relationship. The addition in this research is that in addition to assessing of the direct relationship between organizations cultures, this study have also looked at the indirect effect of the leadership styles in the relationship. While this study proves and analyses the constructs of organization culture that is directly related to improving employee performance at SriLankan Airlines, the extended model has identified democratic leadership as the appropriate leadership that needs to be in place at SriLankan Airlines in order to improve performance. The extended model shows that having a suitable leadership style in the organization needs to be implemented with the implementation of an appropriate culture in order to achieve the optimum employee performance.

Furthermore in many of the researches conducted in the past has looked at leadership style as the independent variable rather than the mediator variable while using the organization culture variable as the mediator. In other words, majority of the studies in the past is based on the attempt to prove the leadership of an organization creating the organization culture, relationship between leadership and employee performance or the mediating effect of organization culture in the relationship between leadership and employee performance

(Tojari, et al., 2011; Xenikou and Simosi, 2006; Parry and Proctor-Thomson, 2003; Ogbonna and Harris, 2000). It is pertinent to note that this research does not oppose the impact of leadership style on organization culture or employee performance, thus the finding of this study also confirms that the relationship works either ways.

As per the above models, the results of the study indicate a positive relationship between organization culture and employee performance and also shows that the leadership styles is a mediator between the relationship of culture and employee performance. The results of the analysis done not only depicts and confirms the relationships between the constructs but also is a contribution to the theoretical work done over time. This models suggest that organizational culture is an extremely important aspect for improved employee performance, contributed by involvement culture, Adaptability culture and mission culture and also stated that democratic culture is a partial mediator in the study which could improve employee performance when in line with culture. Therefore it could be concluded that this study has important theoretical contributions to the areas of research.

6.2.2 Managerial and Practical Implications

The research proved the significant positive contribution of Organization culture for improved employee performance while testing the mediator effect of leadership styles on the relationship between organization culture and employee performance. It was proved that democratic leadership style is a mediator and will contribute towards employee performance. In this light it can be noted that in order to achieve higher employee performance, the organization will have to align the culture and leadership styles accordingly. Following the general implications of this research, it could be noted that the findings of the study will contribute to developing the practical implications which could be used by the management when making decisions. In order to gain a competitive edge over the other players in the market, SriLankan Airlines will have to achieve the cultural change identified by the study while adopting the preferred leadership styles. This sub chapter will provide the management a guide on how the change needs to be planned.

This research contributed meaningful insights for organizations in the Airline sector (transport sector) in developing countries to achieve improved employee performance through improved organization culture and adapting the preferred leadership style. The insight that have been achieved can be a guideline in general for any of the organizations in a service industry trying to improve the organization culture, leadership style and employee performance.

With regards to the first research question of the study: How strong is the current culture of SriLankan Airlines in terms of performance?, It was found that the organization culture of SriLankan Airlines could be improved in terms of Organization Culture as the cultural index indicated the culture to be weak.

In this study as per the second research question (What is the impact of the organizational demographics on employee performance), it was also found that organizational culture is highly correlated to employee performance. Therefore the managerial implication in this case would be that it was highlighted that the culture is a main aspect that needs to be considered.

Interestingly Involvement culture was noted as the highest correlated construct of culture on Employee performance. Accordingly a few of the management implication arriving from the findings are to be more transparent and also to include the right employees when making important decisions at SriLankan Airlines. Furthermore systems are to be in place with access to employees to important information on the company. For an example PowerBI system could be used to improve the visibility of data, and also the important information can be sent out periodically to all the staff to be informed. For an example staff can be sent the cash flow situation of the organization in order for the staff to be informed of the financial situation of the organization to act accordingly or to help the cause. Furthermore management should include all employees in the decision making process (which requires collective thinking). At SriLankan Airlines this could be done using an email communicate requesting staff to submit their opinion and employees with good opinions to be recognized.

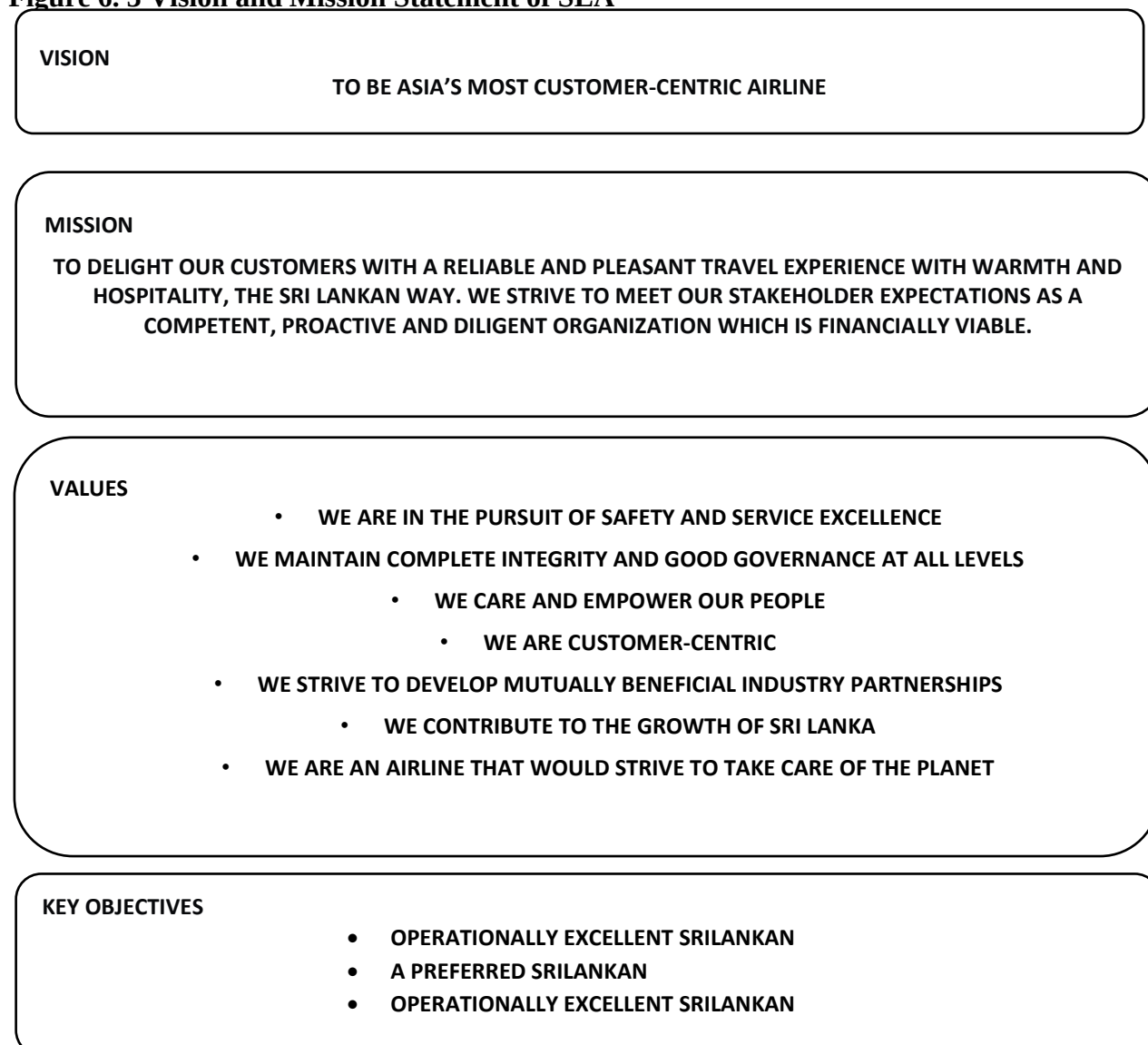
Furthermore when analysing the construct important in improving organization culture to facilitate higher employee performance, it was found that Adaptability culture,

Involvement culture and Mission cultural aspects are to be improved. According, the study showed a reduced performance in females and younger employees (Employees less than 40 years of age). Therefore coaching and reward programs are to be introduced equally to both genders in the younger age categories.

The personal goals of the employees needs to be in line with the company goals. This can be made possible with the implementation of improved employee engagement through organization outings or get-togethers, flexible work patterns to suit the lifestyle of the employees to ensure the employees are happy with the work environment and also offering employees customized packages to ensure their personal goals are dependent on the organizational goals.

The functions looking into the human resources should focus on strengthening the desirable norms of SriLankan Airlines and also its values and beliefs. The culture of the organization should also be aligned with the

Figure 6. 3 Vision and Mission Statement of SLA



In order to implement the above, specific planning needs to be in place with specific targets and milestones defined. The results of a culture that's positive is proved to improve employee performance and thus warrants the cost spent to implement such a culture with the expected results. Furthermore creation of a positive culture through value, beliefs and norms are proved to improve employee performance which improving the effectiveness and efficiency of the work done by the employees and also will improve communication and mutual understanding between the employees. This also includes bringing the employees from different demographics to be on the same level. This step also may help the organization to eliminate some of the employees who are not suitable for the organization. Thereby allowing the company streamline the employee carder as per the requirement of the company.

Instilling sense of belonging within the employees is also recommended while improving unity amongst the employees and creating a feeling of similarity. The feeling of owner ship is believed to improve the efficiency of the employees as the employees will start to work towards the goals of the company and will also improve the loyalty of the employees towards the organization and thus will reduce errors and also any malpractices. Concepts such as profit sharing (issuance of shares) and percentage variable pay could be implemented.

SriLankan Airline should be able to adapt to the market situations in order to be responsive to the changes in the business environment. It is advisable to have better cross functional responsiveness. One way of achieving this is to have in place a smaller group which includes some of the key personnel from identified departments to be able to quickly take decisions. Furthermore the power distance should be reduced in order to improve better communication among the hierarchical layers of the organization. The power distance can be reduced in forms of middle management meetings with the Chief Executive Officer, Effective whistle blower policy etc. Furthermore the company can reward employees that come up with innovative ideas for work process, the rewards can be as incentives or even as recognition such as having award nights to recognize employees who have performed. These initiatives are believed to motivate employees continually exploring improved ways of doing things in the organisation.

SriLankan Airlines currently does not poses a Customer Relations Management (CRM) system which will enable the organization to correctly identify the customer segments the airline is carrying. Currently each department does not have integrity on their view on our customer base. The long term solution for the airline is to invest in a CRM. However as the company is in a dire situation for cash, this option may take a while to be implemented, therefore as a short term plan, the company should integrate the several systems that are in place to collect information of the passengers, in order to have an overall idea. When the employee has identified customer, the performance of the employee will also improve in terms of service as well as the decision making aspect.

Reflective courage needs to be encouraged in the organization in order to improve learning in the organization, organizational learning to be recognized and rewarded where the performance needs to be tied up with improved skills and organization learning. The organization needs to improve the knowledge accessibility and availability by introducing a web library on airline articles.

Management implications in terms of leadership style is that the leadership style is to be aligned to the culture starting from the highest level as the preferred leadership styles can be cascaded down and adapted/ adopted at every leadership level. This will have an impact on the overall company leadership style in the long run. As per the study done the leadership style that is preferred and is to be implemented at every level is the democratic leadership style which is believed to allow employees the ability to perform better.

The fostering of a preferred leadership style is believed to result in partial improvement in employee performance, thus management should practice implementing the preferred leadership style starting from the recruitment process of the leaders. The recruitment process should look into additional/ different techniques and assessments and also should include tools of modern age such as 360 degree aptitude test, personality test and psychometric tests all of which allows the management to assess the personality and the leadership style of the candidate.

6.3 Future Research

The future research that could be taken up to bridge gaps understood in the limitations chapter will be discussed. With regards to the limitations that was presented on the sampling stating that some areas (staff in lower grades who aren't involved in the decision making process). This has limited the generalizability of the findings as a part of the employee population has not been considered in the study. Therefore this could be an area that could be studied in the future research with the use of different research tools in order to accommodate the change in the sample (for example, the research may not be able to adapt an online survey method as most of the staff are not having access to any laptops and also will not be computer literate thus assistance will have to be sorted when responding. The research may even have to be a qualitative study.

One of the other limitations identified in the previous chapter is the cross sectional data that has been used in the study which will not allow for issues pertaining to causality to be identified. This has risen due to the survey being taken place at one time and therefore the researcher is unable to identify if there are any causal relationships. Therefore future research done on the subject could include questionnaires done over a specified period to understand the causal relationships with the constructs and the antecedents.

The researcher has adapted quantitative study as the primary study while adapting qualitative as the secondary study which has been used to assess the findings of the quantitative study. Future study can focus on a triangulation method which will look into the accuracy of the data collected from the questionnaire as well.

Furthermore, room for improvement recommended for the future research is to identify the moderators of the model in order to identify the factors of the setting that are affecting the relationships identified in this study. These factors may include the internal aspects of the organization such as the size of the organization, ownership etc and external aspects such as tolerance of risk, power distance, and role of females' vs males, economical restrictions, legal environment and individualism-collectivism.

This research has used the cultural model introduced by Denison (1996) in order to test the cultural aspect, however models such as competing values framework which looks at the types of culture and the underlying aspects of culture identified by Johnsons and Scholes could be used in order to get a better understanding of culture in a different aspect.

Furthermore in terms of employee performance the personal aspect of self-performance has been evaluated in this study, however once the KPIs (Key Performance Indicators) of each employee has been derived from the organizational goal, both organizational performance and employee performance will be able to be evaluated through the improvement of the main KPIs of the organization. Thereby the performance could be quantified by the actual performance data.

This study evaluated leadership style using the main types of Leadership styles such as Autocratic and Democratic Leadership style. However in the future the results can be improved through the adaption of other leadership style models which will have a more niche classification of the leadership styles. In this study it was apparent that there is a slight difference in the preferred leadership style among the different age groups of employees showing that the new generations behave and prefer different methods over the older generations. Therefore future research can also be performed focusing on the preference of different generations.

In concluding this subchapter it should be noted that this study has contributed to the field of employee performance and leadership style while adding the third concept of organizational culture when organizational culture is becoming more important with globalization and has been identified as a game changer and an aspect which would give an organization competitive advantage through an aligned culture and aligned leadership style specially in service oriented organizations. As highlighted above the future studies will have to be done on the new generation (the dot com generation) who are more technological.

6.4 Statement of the Research Novelty

This study has contributed to the area of study of Organization culture, Leadership style and employee performance in the context of a developing country. The first two chapters of the report is related to the information that helped the researcher develop the problem statement, conceptual model and the build-up of hypothesis that needs to be tested. Chapter three looked into the techniques and methodology that will be adapted in the study with the main objective of improving accuracy of the findings of the study. The methodology chapter also included the data collection methods, development of data collection tools and the design of the data analysis. Chapter four assessed the data

gathered through the data collection methods as proposed in the research methodology chapter. The analysis performed in chapter four was used in testing the hypothesis and exploring the research questions which contribute in arriving at managerial, theoretical and methodological contributions. The findings of the study have produced a novel contribution to the research area of organizational culture effectiveness (in terms of employee performance) and leadership styles and is expected to expand the current knowledge available on the subject as follows:

- A detailed model for the implementation and evaluation of the culture of SriLankan Airlines, employee performance and leadership styles has been presented in the study and this a main contribution to the field of the research subject. The objective of the model is to address the lack of a theoretical model which assess the relationship among the three constructs (Organizational culture, Employee performance and Leadership Styles) in the context of the Airline Industry in Sri Lanka which is a developing country in South Asia.
- There are two levels that can be considered when assessing the original contribution from this study in terms of the conceptual model presented. Firstly the initial identification of the constructs of the model were done after studying previous studies on organization culture, leadership styles and employee performance. The researcher considered majority of the literature done on the research subject and identified the relationship of each of the constructs in the context of SriLankan Airlines. The results from the empirical work done was considered in developing the conceptual framework as well, thereby to develop a model that is consistent to evaluate organizational culture effectiveness. Secondly, this model can be used as a learning process mainly for the service oriented organizations in developing countries in south Asia in the subject areas of culture, leadership and employee performance.

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ANNEX 1 – QUESTIONNAIRE

Purpose: The information gathered through this survey will be used as a part of empirical research which will inquire into organizational culture of SriLankan Airlines as an enabler for improving employee performance with the analysis of the role of leadership style. The research is conducted for the completion of my doctoral research (Doctor of Business Administration).

Instructions: Please indicate the extent to which you agree or disagree with the following statements by crossing the appropriate cell. All responses provided will be kept confidential.

Confidentiality: Please note that the confidentiality of the responses you provide will be maintained and will be kept anonymous. The research outcome and report will not include reference to any individual. The compiler of the questionnaire has sole ownership of completed questionnaire and the questionnaire will be destroyed at the completion of the research.

Organization Culture	SD	D	N	A	SA
Decisions are usually made at a level where the best information is available					
Information is widely shared so that everyone can get the information he or she needs when it's needed					
Everyone believes that he or she can have a positive impact.					
Cooperation across different parts of the organisation is actively encouraged to achieve organizational goals					
Teamwork is used to get work done, rather than hierarchy					
Work is organised so that each person can see the relationship between his or her job and the goals of the organisation.					
There is continuous investment in the skills of employees					
The “bench strength” (capability of people) is constantly improving					
The capabilities of people are viewed as an important source of competitive advantage.					
The leaders and managers “practice what they preach”					
There is a clear and consistent set of values that governs the way we do business					

When people ignore core values, they are held accountable					
It is easy to reach consensus, even on difficult issues					
There is a clear agreement about the right way and the wrong way to do things					
People from different parts of the organisation share a common perspective					
It is easy to coordinate projects across different parts of the organisation					
There is good alignment of goals across levels.					
The way things are done is very flexible and easy to change.					
We respond well to competitors and other changes in the business environment.					
New and improved ways to do work are continually adopted					
Customer comments and recommendations often lead to changes					
Customer input directly influences our decisions					
All members have a deep understanding of customer wants and needs.					
We view failure as an opportunity for learning and improvement					
Innovation and risk taking are encouraged and rewarded.					
Learning is an important objective in our day-to-day work					
We make certain that everyone is informed about what is going on across the organisation					
There is a long-term purpose and direction					
There is a clear mission that gives meaning and direction to our work					
There is widespread agreement about goals					
Leaders set goals that are ambitious, but realistic					
We continuously track our progress against our stated goals					
We have a shared vision of what the organisation will be like in the future					
Leaders have a long-term viewpoint.					
Our vision creates excitement and motivation for our employees					
We are able to meet short-term demands without compromising our long-term vision					

Employee Performance -	SD	D	N	A	SA
I plan my work in an optimal manner to ensure that all the work is completed on time					
I priorities my work to ensure the most important tasks are completed.					
I am driven to perform the tasks allocated and to take on new responsibilities myself when tasks are completed.					
I work on keeping my job skills and knowledge upto date					
I am not fixated on traditional process, but try to always think of a better way to perform a task and new challenges					
I often complain about my job with my colleagues and people from outside the organization					
I exaggerate a problem and focus on the negative aspects of my job rather than the positive aspect					

Leadership Style	SD	D	N	A	SA
Work will be done only if the employee is under supervision as most of the employees feel insecure about their work and needs direction					
Employees are assessed solely based on the leader's view. Work is done as per the leader's orders					
As a rule the organization has introduced rewards and punishment system to motivate the employees to work					
Employees at SriLankan Airlines wants to be a part of the decision making process and the leaders will guide the employees without adding pressure					
Most employees need frequent and supportive communication from the leaders. Leaders will help the subordinates take responsibility for work done					
Employees are competent and if given a task it will be completed with the help of the leader					
The leaders in the organization lets the subordinated work problems on their own in critical situations. Leaders will make the employee fully responsible.					
Leaders have given the subordinates complete freedom to complete a task on their own and to appraise their own work.					
The employees prefer little/no input from their leaders and prefers to do the job in their capacity.					

Demographics

Gender

- ☐ Male
- ☐ Female

Age

- ☐ Less than 30 years
- ☐ 30 – 39 years
- ☐ 40 – 49 years
- ☐ More than 50 years

Length of service at SriLankan Airlines

- ☐ Less than 5 years
- ☐ 5- 9 Years
- ☐ 10 – 14 Years
- ☐ 15 – 19 Years
- ☐ Over 20 years

Length of service in the current grade

- ☐ Less than 2 years
- ☐ 2- 4 Years
- ☐ 5 – 7 Years
- ☐ 8 – 10 Years
- ☐ Over 10 years

Education Level

- ☐ Secondary
- ☐ Diploma/ Certificate
- ☐ Graduate
- ☐ Post Graduate
- ☐ Professional

Division

- ☐ Commercial
- ☐ Finance
- ☐ Service Delivery (Flight Operations, Inflight, Security)
- ☐ Engineering
- ☐ Corporate Office

Position

- ☐ Graded
- ☐ Executive
- ☐ Manager/ Senior Manager
- ☐ Head/ Chief

Grade obtained in the last appraisal

- ☐ Grade A (95 and above)
- ☐ Grade B (85 – 95)
- ☐ Grade C (70 – 85)
- ☐ Below Grade C

ANNEX 2 – INTERVIEW QUESTIONS

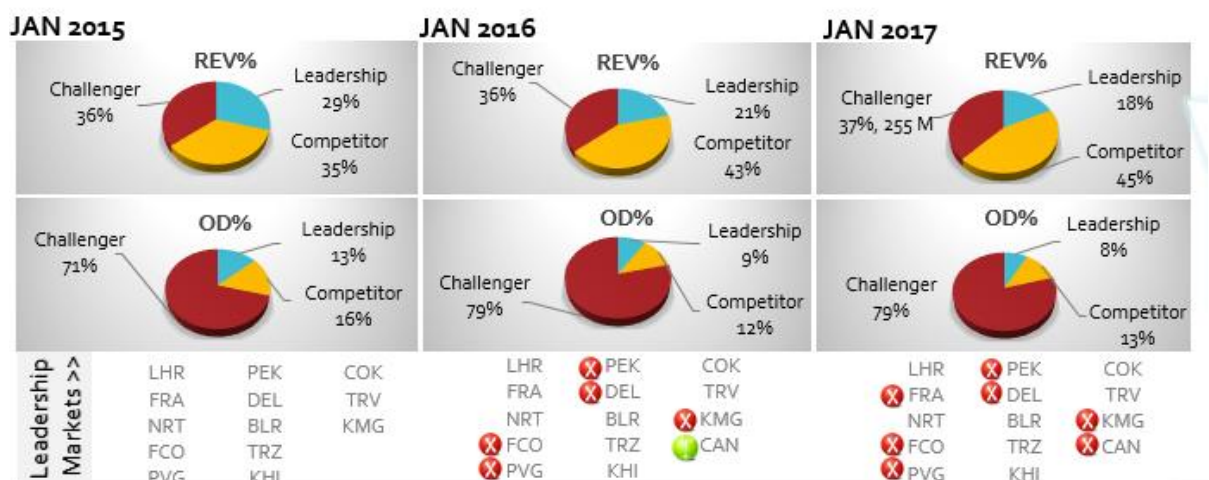
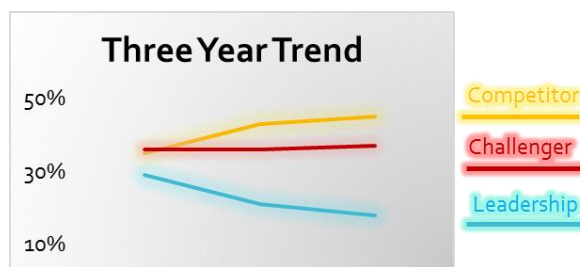
1. What does organization culture mean to you?
2. Do you know what the organization values are?
3. Do you think the culture of SriLankan Airlines is strong and results in improved employed performance?
4. How can SriLankan Airlines improve its culture?
5. How has the culture of SLA changed from the time it was partly owned by Emirates?
6. What are your views on the current leadership style?
7. Do you think leadership style plays a significant role on employee performance?
8. In the questionnaire it was stated that Consistency culture will play a negative role on employee performance, what is your view on consistency?

ANNEX 3 – SLA PERFORMANCE

Ten Year Review

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
STATEMENT OF PROFIT OR LOSS										
Revenue	LKR. Mn	62,363.58	77,135.45	92,867.93	119,570.90	121,585.83	131,922.13	129,480.41	135,491.19	160,340.32
Operating Expenditure	LKR. Mn	59,026.74	81,334.34	111,775.80	145,700.24	150,389.46	145,983.36	137,311.44	145,760.80	217,735.62
Net Profit/Loss	LKR. Mn	(2,688.20)	(381.51)	(19,778.03)	(25,088.57)	(32,408.34)	(16,494.69)	(12,621.68)	(28,929.99)	(44,022.67)
STATEMENT OF FINANCIAL POSITION										
Share Capital / Stated Capital	LKR. Mn	5,145.35	5,145.35	19,432.67	32,032.75	51,617.44	51,617.44	51,617.44	51,617.44	51,617.44
Non Current Assets	LKR. Mn	28,531.75	19,852.87	27,591.59	23,036.28	25,212.47	22,536.77	23,548.01	24,695.96	36,596.59
Current Assets	LKR. Mn	15,810.82	19,276.59	22,072.71	54,495.22	37,154.23	49,721.49	25,813.07	30,050.50	43,142.41
Total Assets	LKR. Mn	44,442.57	38,136.46	59,664.29	78,243.50	62,366.70	72,599.26	50,449.03	51,633.63	77,839.60
Current Liabilities	LKR. Mn	28,399.92	28,017.97	64,235.43	71,346.64	88,639.07	103,414.31	100,334.44	125,302.55	130,358.61
YIELD/UNIT COST										
Overall Yield	LKR. B/m	54.94	60.27	64.47	74.31	77.26	80.32	79.05	80.09	84.24
Unit Cost	LKR. B/m	43.27	45.82	57.28	64.98	54.95	61.36	61.39	64.79	68.15
Break-even Load Factor	%	78.94	76.19	86.84	87.03	84.07	77.03	77.65	80.91	82.09
Revenue per RPK	LKR./RPK	5.79	6.31	6.63	7.60	7.78	8.22	8.17	8.43	8.62
PRODUCTION										
Passenger Capacity	ASK. Mn	10,724.83	12,481.41	14,248.94	15,844.31	15,780.84	16,180.27	15,790.28	15,606.10	18,487.54
Overall Capacity	ATK. Mn	1,541.03	1,755.22	1,878.33	2,185.95	2,187.18	2,224.87	2,165.21	2,157.92	2,545.88
TRAFFIC										
Passengers carried	Nos. Thousands	2,558	2,857	3,459	4,255	4,175	4,348	4,328	4,445	5,359
Passengers carried	RPK. Mn	8,267.89	9,564.02	11,273.23	12,963.74	12,810.95	12,953.71	12,727.65	12,455.05	15,280.78
Passenger Load Factor	%	77.93	76.79	79.10	81.34	81.18	80.12	80.60	79.80	82.65
Cargo carried	Tonnes	72,098	85,053	87,750	101,100	94,410	101,878	102,082	116,221	132,958
Cargo Load carried	RTK. Mn	283.83	332.98	345.67	377.75	355.59	373.32	356.76	374.45	409.71
Overall Load carried	RTK. Mn	1,008.11	1,184.13	1,336.30	1,513.70	1,496.74	1,519.93	1,484.77	1,475.29	1,749.14
Overall Load Factor	%	66.72	67.46	67.68	66.22	67.06	68.32	68.57	68.06	68.60
STAFF										
Average strength	Nos.	4,614	4,998	5,584	6,285	6,578	6,987	6,869	7,021	7,019
Revenue per employee	LKR.	13,516,154	15,431,253	16,021,245	18,023,412	18,483,708	18,861,084	18,606,181	19,297,991	22,999,555
Capacity per employee	Tonne-km	333,961	361,186	383,650	343,916	332,499	318,430	311,139	306,776	363,283
Load carried per employee	Tonne-km	222,825	235,922	239,238	236,041	222,976	217,537	213,359	210,125	249,201
FLEET										
A320-200	Nos.	3	4	7	8	8	6	6	6	5
A321-200	Nos.	-	-	-	-	-	2	2	3	3
A320 NEO	Nos.	-	-	-	-	-	-	-	2	2
A321 NEO	Nos.	-	-	-	-	-	-	-	-	3
A330-200	Nos.	4	5	7	7	7	7	6	6	7
A330-300	Nos.	-	-	-	-	-	2	7	7	7
A340-300	Nos.	5	5	6	6	6	4	-	-	-
Turbo Other	Nos.	-	2	2	1	-	-	-	-	-
Aircraft in service at year end	Nos.	12	16	22	22	21	21	21	24	27
Aircraft Utilization	Bk. Hrs. per day	13.06	14.06	13.46	12.82	12.76	12.90	12.02	12.44	13.25

ANNEX 4 – COMPETITIVE POSITION OF SLA

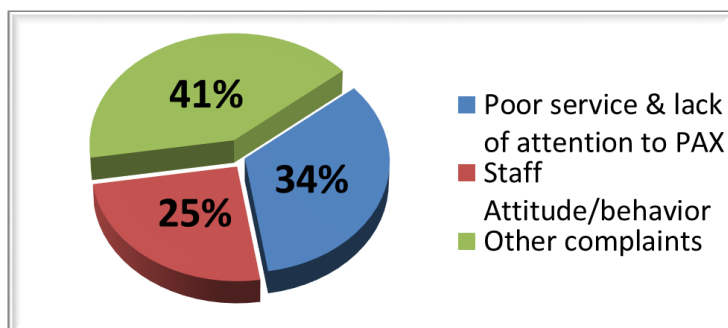


Source: Original research done by the author using the DDS system and APG

Above charts depict the change in revenue composition and passenger composition between the 3 types of competitive levels. Leadership position category is when the market share is above 75% which allows the airline to exercise price leadership, Competitor position is when the market share is between 50% and 75%. Challenger position is when market share below 25%. This is when the airline is compelled to follow the pricing strategies of dominant airlines.

ANNEX 3 – CUSTOMER PERCEPTIONS

Evidence of low service levels – Classification of the complaints by the customers over 3 years



Source: Airline Survey Carried out by SriLankan Airlines

ANNEX 4 – AIRLINE BENCHMARK

Airlines that have undergone successful culture transformation

Airline	Ownership	Category	Country
British Airways	Private	Developed	United Kingdom
Southwest Airlines	Private	Developed	United States
China Eastern Airways	Private	Developed	China
China Southern Airways	Private	Developed	China