



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David

Master's Degrees by Examination and Dissertation

Declaration Form.

1. This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed.: RAHUL J PATEL

Date : 22.05.2020

2. This dissertation is being submitted in partial fulfilment of the requirements for the degree of Master in Business Administration.

Signed : RAHUL J PATEL

Date : 22.05.2020

3. This dissertation is the result of my own independent work/investigation, except where otherwise stated.

Other sources are acknowledged by footnotes giving explicit references.

A bibliography is appended.

Signed candidate: RAHUL J PATEL

Date: 22.05.2020

4. I hereby give consent for my dissertation, if accepted, to be available for photocopying, inter- library loan, and for deposit in the University's digital repository

Signed (candidate): RAHUL J PATEL

Date: 22.05.2020

Supervisor's Declaration.

I am satisfied that this work is the result of the student's own efforts.

Signed:

Date:

.....
.....



PRIFYSGOL CYMRU

Y Drindod Dewi Sant

UNIVERSITY OF WALES

Trinity Saint David

E2 FORM

APPLICATION FOR ETHICAL APPROVAL – MA level

CAIS AM GYMERADWYAETH MOESEGOL – Lefel MA

CEFNOGWYD /

A GYFEIRIWYD /

NIS CEFNOGWYD/

APPROVED	REFERRED	NOT SUPPORTED
Mae'r ffurflen hon i'w llenwi gan bob myfyriwr MA cynnal ymchwil, prosiectau neu gynyrchiadau. Dylai'r ffurflen hon gael ei chwblhau gan y myfyriwr mewn ymgynghoriad â thiwtor y modiwl. Rhaid i bob ffurflen gael ei ystyried gan y Pennaeth Ysgol/Cyfadrn / Gyfadrn. Rhaid i bob ffurflen gael ei gyflwyno i Fwrdd y Gyfadrn Moeseg. Bydd y ffurflen yn cael ei adrodd i'r Pwyllgor Moeseg y BrifYsgol/Cyfadrn os anarferol a / neu y tu allan arfer arferol.		
This form is to be completed by all MA students conducting research, projects or productions. This form should be completed by the student in consultation with the module tutor. All forms must be considered by the Head of School/Faculty. All forms must be presented to the Faculty Ethics Board. The form is only to be reported to the University Ethics Committee if it is unusual and/or falls outside of normal practice.		

ADRAN 1 – MANYLION MYFYRIWR

SECTION 1 - STUDENT DETAILS

Enw Llawn

RAHULKUMAR JAYANTIBHAI PATEL

Full Name

Ysgol/Cyfadrn/
Cyfadrn

School/Faculty

Rhif Myfyriwr

Student
Number

1709354

Tiwtor y Modiwl/
Cydlynnydd Rhaglen
Module Tutor/
Programme Co-ordinator

Enw'r Gradd
Name of
Degree

MASTER OF
BUSINESS
ADMINISTRATION
(GENERAL)

Teitl dangosol yr Traethawd Hir:

Indicative Title of Dissertation:

ADRAN 2 – GWEITHGAREDD YMCHWIL SECTION 2 – RESEARCH ACTIVITY

Ydy'r prosiect yn cynnwys:	Does the project include:	Ydy / Yes	Nac ydy/No
Defnyddio holiadur neu offeryn ymchwil tebyg (atodwch gopi drafft)	Use of questionnaire or similar research instrument (attach draft copy)	Yes	
Defnyddio prawf ysgrifenedig neu gyfrifiadurol	Use of written or computerised test		No
Cyfweliad (cysylltwch gwestiynau posibl)	Interview (attach provisional questions)		No

Dyddiaduron	Diaries		No
Arsylwi ar gyfranogwyr a hwythau'n ymwybodol o hynny	Participant observation with their knowledge	Yes	
Arsylwi ar gyfranogwyr a hwythau ddim yn ymwybodol o hynny	Participant observation without their knowledge		No
Recordio fideo neu sain	Video or audio-taping		No
Mynediad i wybodaeth bersonol neu gyfrinachol heb gydsyniad penodol y cyfranogwyr	Access to personal or confidential information without the participants specific consent		No
Defnyddio unrhyw gwestiynau, ysgogiadau prawf, cyflwyniad y gallai rhai cyfranogwyr eu profi fel rhywbeth sy'n achosi niwed / tramgwydd corfforol, meddyliol neu emosiynol	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive		No
Cyflawni unrhyw weithredoedd allai achosi embaras neu effeithio ar hunan-barch	Performance of any acts which may cause embarrassment or affect self-esteem		No
Ymchwilio i gyfranogwyr sy'n	Investigation of participants		No

ymwneud â gweithgareddau anghyfreithlon	involved in illegal activities		
Gweithdrefnau lle defnyddir twyll	Procedures that involve deception		No
Gweini unrhyw sylwedd, cyfrwng neu blasebo	Administration of any substance, agent or placebo		No
Dull arall o gasglu data neu fformat cyflwyno (esboniwch)	Other method of data collection or presentation format (please explain)	Yes Question aired has been used for gathering desired information from the chosen respondents.	

Os 'Na' wedi cael ei dicio ym mhob blwch, dylai'r ffurflen gael ei llofnodi gan Bennaeth yr Ysgol/Cyfadrn / Gyfadrn a'r canlyniad a adroddwyd i'r Pwyllgor Moeseg ar ddiwedd y semester.

If 'No' has been ticked in each box, the form should be signed by the Head of School/Faculty/Faculty and the outcome reported to the Ethics Committee at the end of the semester.

Os 'Ydw' wedi cael ei dicio mewn un neu fwy o'r blychau, rhaid i'r myfyriwr gwblhau'r ffurflen hon a'i chyflwyno i diwtor y modiwl. Rhaid i'r ffurflen wedyn yn cael ei ystyried yn y Bwrdd Moeseg Gyfadran cyn dechrau ar unrhyw waith ymchwil.

If Yes has been ticked in one or more boxes, the student must complete this form and submit it to the module tutor. The form must then be considered at the Faculty Ethics Board prior to the start of any research.

Llofnodau

Os nad oes unrhyw faterion moesegol sylweddol, dylid ffurflen hon gael ei chwblhau a'i llofnodi gan y myfyriwr a'r goruchwyliwr ac yna llofnodi gan Bennaeth yr Ysgol/Cyfadrn.

Signatures

If there are no significant ethical issues, this form should be completed and signed by both the student and the supervisor and then signed by the Head of School/Faculty.

Myfyriwr / Student RAHUL PATEL

Dyddiad: / Date: 22.05.2020

Cydlynnydd y prosiect / Tiwtor

Project co-ordinator / Tutor

Arolygwr / Supervisor

Dr. JOHN PAUL

Dyddiad: / Date:

22.05.2020

Pennaeth Ysgol/Cyfadrn / Head of School/Faculty Dyddiad: / Date

ADRAN 3 – MANYLION Y PROSIECT / YMCHWIL / CYNHYRCHIAD		SECTION 3 – PROJECT / RESEARCH / PRODUCTION DETAILS
1.	Braslun o'r prosiect	Project outline

2.	Disgrifiad Rhowch fraslun cryno o'r prosiect, heb unrhyw jargon, ac yn cynnwys beth bydd angen i'r cyfranogwyr ei wneud. Esboniwch unrhyw dermau technegol neu derminoleg sy'n benodol i'r ddisgyblaeth	Description Provide a brief outline, free from jargon, of the project including what participants will be required to do. Explain any technical terms or discipline specific terminology (Max 300 words.)
----	---	---

	(Uchafswm 300 o eiriau.)	

3.	Dulliau Arfaethedig: Rhowch fraslun o'r dulliau casglu data neu o natur yr amser mewn ymarferiadau (hyd at 500 o eiriau).	Proposed Methods: Outline how the data will be collected or the nature of rehearsal time (up to 500 words).

5.	Lledaenu Gwybodaeth / Cynulleidfa: Rhestrwch i bwy y rhoddir neu y dangosir copi o'r canlyniadau neu adroddiad / cyflwyniad terfynol.	Dissemination of Information / Audience: List to whom a copy of the results or final report / presentation will be given or shown.

6.	Lleoliad y Prosiect: Nodwch bob lleoliad lle y cesglir data neu y cynhelir ymarferiadau / cynhyrchiad.	Location of Project: Identify all locations where data will be collected or rehearsals/ production will take place.

7.	Cymeradwyaeth Arall: Oes angen cael cymeradwyaeth unrhyw sefydliad arall cyn cychwyn neu gwblhau'r prosiect? Os felly, gan bwy ac a ydy wedi'i sicrhau eisoes?	Other Approvals: Is there a requirement for approval from any other organisation / institution prior to starting or completing the project? If so, by whom and has it been obtained?

Pwy yw'r cyfranogwyr arfaethedig?	Who are the intended participants?	Ydw / Yes	Na / No
Myfyrwyr / staff Y Drindod Dewi Sant	Students / staff of Trinity Saint David		No
Oedolion (dros oed 16 ac yn gymwys i gydsynio)	Adults (over the age of 16 and competent to give consent)	Yes	
Plant a phobl ifanc dan oed	Children / legal minors		No
Cleifion neu gleientiaid gweithwyr proffesiynol	Patients or clients of professionals		No
Rhywun sy'n cael ei gadw yn y ddalfa neu y mae'r llys wedi cymryd cyfrifoldeb amdano	Anyone in custodial care or for whom the court has assumed responsibility		No
Aelod o unrhyw sefydliad lle mae'n bosibl bod angen i unigolyn arall hefyd gydsynio.	A member of any organisation where another individual may also need to give consent.		No
Eraill: Nodwch: / Others: please identify:			

--

Nifer, Oed a Ffynhonnell y Cyfranogwyr		Participant / Audience Number and Age
Rhowch fanylion yr demograffeg y cyfranogwyr / gynulleidfa.		Provide details of the demographics of the participants / audience.
Nifer o Gyfranogwyr / yn y Gynulleidfa	Participant/ Audience number	26
Grŵp oedran y Cyfranogwyr/y Gynulleidfa	Participant/ Audience age group	20-40

ADRAN 5 – RISGIAU YN PROSIECT

SECTION 5 – RISKS IN PROJECT

Bydd y diffyg ateb cadarnhaol i bob un o'r cwestiynau hyn yn arwain at y gofyniad eglurhad a gallai arwain at oedi yn eich ymchwil. Dim neu Dim NID yn dderbyniol.	A lack of a positive answer to all of these questions may result in the requirement of further explanation and a delay in your research. None or Nil is not acceptable.
--	---

Risg Posibl: (corfforol, seicolegol, cyfreithiol, cymdeithasol neu economaidd)	Potential Risk: (physical, psychological, legal, social or economic)
--	--

A oes unrhyw risg bosibl i:		Is there any potential risk to:	Ydw / Yes	Na / No
A	Cyfranogwyr?	Participants?	Yes	
B	Ymchwilydd?	Researcher?		No
C	BrifYsgol/Cyfadrn?	University?		No

2	Rheoli Risg: Os oes, beth yw'r risg a sut y bydd yn cael ei reoli?	Management of Risk: If yes, what is the risk and how will it be managed?
---	--	--

3	Os ydych yn delio â phlant ac oedolion sy'n agored i niwed a ydych wedi gwneud cais am dystysgrif DRS?	If you are dealing with children and vulnerable adults have you applied for a DRS certificate?

1.	Monitro: Os ydych yn sylwi ar unrhyw ymddygiad sy'n groes Cod y BrifYsgol/Cyfadrn Ymarfer, unrhyw ganllawiau a gyhoeddir gan y gymdeithas broffesiynol priodol neu weithred anghyfreithlon. Amlinellwch eich strategaeth adrodd.	Monitoring: Should you observe any behaviour that contravenes the University's Code of Practice, any guidelines published by the appropriate professional association or is illegal outline the strategy of your reporting action.	
		Ydw / Yes	Na / No
A wnewch chi roi gwybod am unrhyw ymddygiad sydd yn erbyn Cod Ymarfer y BrifYsgol/Cyfadrn neu sy'n anghyfreithlon?		Will you report any behaviour that is against the University's Code of Practice or is illegal?	Yes

A ydych yn darparu adborth i'r cyfranogwyr?	Will feedback be provided to participants?	Yes	
A fyddwch yn dogfennu'r 'caniatâd i gymryd rhan yn y prosiect'	Will you be documenting the 'consent to participate in the project'	Yes	

ADRAN 7 – STORIO, DIOGELWCH A SECTION 7 - DATA ACCESS, STORAGE MYNEDIAD I DDATA AND SECURITY

			Ydw / Yes	Na / No
1.	Ydych chi'n gyfrifol am storio a diogelwch y data eu casglu?	Are you responsible for the storage and security of the data collected?	Yes	
2.	Sut y bydd y data yn cael ei storio?	How will the data be stored?		

3.	Mynediad i Ddata: Pwy fydd yn cael mynediad at y data? A oes unrhyw amodau i gael mynediad?	Data Access: Who will have access to the data? Are there are any conditions to access?

4.	Cyfrinachedd / Anhysbysrwydd: Rhestrwch y dulliau a fydd yn cael eu defnyddio i sicrhau cyfrinachedd ac anhysbysrwydd y cyfranogwyr.	Confidentiality / Anonymity: List the methods that will be used to ensure the confidentiality and anonymity of participants.

ADRAN 7 – DATGANIAD

SECTION 7 - DECLARATION

Rhaid i'r adran hon gael ei chwblhau gan bob

This section must be completed by all

parti perthnasol cyn y gellir cyflwyno' r cais i'r Bwrdd Moeseg Gyfadran.	concerned parties before it can be submitted to the Faculty Ethics Board.
Datganiad Mae'r wybodaeth a gynhwysir yma yn gywir, hyd eithaf fy ngwybodaeth a'm cred. Rwyf wedi ceisio dynodi unrhyw risgiau a phroblemau sy'n gysylltiedig â'r prosiect / ymchwil neu gynhyrchiad ac rwyf yn cydnabod f'ymrwymiadau innau a hawliau'r cyfranogwyr.	Declaration The information contained herein is, to the best of my knowledge and belief, accurate. I have attempted to identify any risks and issues related to the project/research or production and acknowledge my obligations and the rights of the participants.

Llofnodau

Dylai'r ffurflen hon gael ei chwblhau a'i llofnodi gan y myfyriwr a'r goruchwyliwr lofnodi ac yna gan Bennaeth yr Ysgol/Cyfadrn/

Signatures

This form should be completed and signed by both the student and the supervisor and then signed by the Head of School/Faculty

Myfyriwr / Student	Dyddiad: / Date:
RAHULKUMAR J PATEL	22.05.2020
Cydllynydd y prosiect / Tiwtor	Dyddiad: / Date
Project co-ordinator / Tutor	22.05.2020
Arolygwr / Supervisor	
Dr. JOHN PAUL	

Pennaeth Ysgol/Cyfadrn / Head of School/Faculty	Dyddiad: / Date
Rhaid i bob cais am ymchwil ar sail cyfweiliadau gynnwys y dogfennau canlynol:	All interview based research applications must provide the following pro-forma documents:
1. Ffurflen gydsynio ddrafft 2. Sampl o'r cwestiynau a ofynnir 3. Taflen wybodaeth am yr ymchwil sy'n esbonio'n glir ddiben y prosiect, y deilliannau disgwylidig a'r rheini y dangosir y canlyniadau iddynt.	1. A draft consent form 2. A sample of the questions that will be asked 3. An information sheet on the research that clearly explains what the project is, what the expected outcomes are and who the results will be shown to.

DYCHWELWCH I'R GYFADRAN MOESEG CYDLINYDD

PLEASE RETURN TO THE FACULTY ETHICS CO-ORDINATOR

Cadeirydd y Pwyllgor Moeseg Gyfadran /Chair of the Faculty Ethics Committee

Dyddiad: / Date:

University of Wales: Trinity Saint David

E-Thesis Deposit Agreement

Details of the Work

I would like to deposit the following item in the digital repository maintained by the University, and/or in any other repository authorized for use by the University:

Title : Impact of Organizational culture on Organizational success: A case study of Jet Airways

This item is a product of my own research endeavours and is covered by the agreement below in which the item is referred to as “the Work”. It is identical in content to that deposited in the Learning Resources Centre, subject to point 4 below.

I agree that the University of Wales: Trinity Saint David may electronically store, copy or translate the Work to any approved medium or format for the purpose of future preservation and accessibility. The University is not under any obligation to reproduce or display the Work in the same formats or resolutions in which it was originally deposited.

UW: TSD Digital Repository

I understand that work deposited in the digital repository will be accessible to a wide variety of people and institutions, including automated agents and search engines via the World Wide Web.

I understand that once the Work is deposited, the item and its metadata may be incorporated into public access catalogues or services, such as national databases of electronic theses.

I agree as follows:

1. That I am the author or have the authority of the author/s to make this agreement and do hereby give the University of Wales: Trinity Saint David the right to make available the Work in the way described above.
2. That the electronic copy of the Work deposited in the digital repository and covered by this agreement, is identical in content to the paper copy of the Work.
3. That I have exercised reasonable care to ensure that the Work is original, and to the best of my knowledge, does not breach any laws including those relating to defamation, libel and copyright.
4. That I have, in instances where the intellectual property of other authors or copyright holders is included in the Work, gained explicit permission for the inclusion of that material in the Work, and in the electronic form of the Work as accessed through the open access digital repository, *or* that I have identified and removed that material for which adequate permission has not been obtained and which will be inaccessible via the digital repository
5. That University of Wales: Trinity Saint David does not hold any obligation to take legal action on behalf of the Depositor, or other rights holders, in the event of a breach of intellectual property rights, or any other right, in the material deposited.

6. That I undertake to indemnify the University of Wales: Trinity Saint David against all actions, suits, proceedings, claims, demands and costs occasioned by the University in consequence of any breach of this agreement

Signature : RAHUL J PATEL

Date: 22.05.2020

Dissertation

“Impact of Organizational culture on Organizational success: A case study of Jet Airways”

Table of Contents

1. Introduction.....	26
1. Background study	26
2. Research aim.....	27
3. Research objectives.....	27
4. Research questions.....	28
5. Research rationale	28
6. Problem statement.....	29
7. Significance of the study.....	30
8. Structure of the study	31
2. Literature Review.....	32
1. Organisational culture	32
2. Impact of organisational culture on performance of employees.....	32
3. Different factors affecting the organisational culture of a company	35
4. Various models and theories	38
5. Different strategies to improve the organisational culture.....	43
6. Research Hypothesis	45
3. Research methodology.....	46
1. Research onion.....	46
2. Research philosophy	47
3. Research design	48
4. Research approach	49
5. Data collection	50
6. Data analysis	51
7. Ethical considerations	52
4. Data analysis and Findings	53

Theme 1: Organisational culture at Jet Airways	53
Theme 2: Factors that were affecting the organisational culture at Jet Airways	58
Theme 3: Impact of organisational culture on the organisational success of Jet Airways	61
Discussion	64
5. Conclusion and Recommendation	65
References	69

1. Introduction

1. Background study

On April 1, 1992, Jet Airways was incorporated as a private company under the Companies Act. Initially, the company operated with four leased Boeing 737 aircraft. It has been evaluated that it is an India based company that operates both domestic as well as International airline segments. It has been analysed that the company was operating more than hundred aircraft, mostly, including Boeing 777-300 ERs, Airbus A330-200/300, Next Generation Boeing 737s and ATR 72-500/600s (reuters.com, 2020). While analysing other associated services offered by the company, it has been analysed that, it includes airports and lounges, including bus services, lounges, airports information and coach services. While analysing the main international destinations where the company operates includes South East Asia, Europe, North America, Middle East as well as South Asia. While analysing the financial strength of the company, it has been studied that the company reported bankruptcy during the year 2019, due to a series of unprofitable years that completely wrecked the operations of the company. As analysed, the company reported a loss of 7.67 billion Indian rupees during the financial year 2018 (statista.com, 2020).

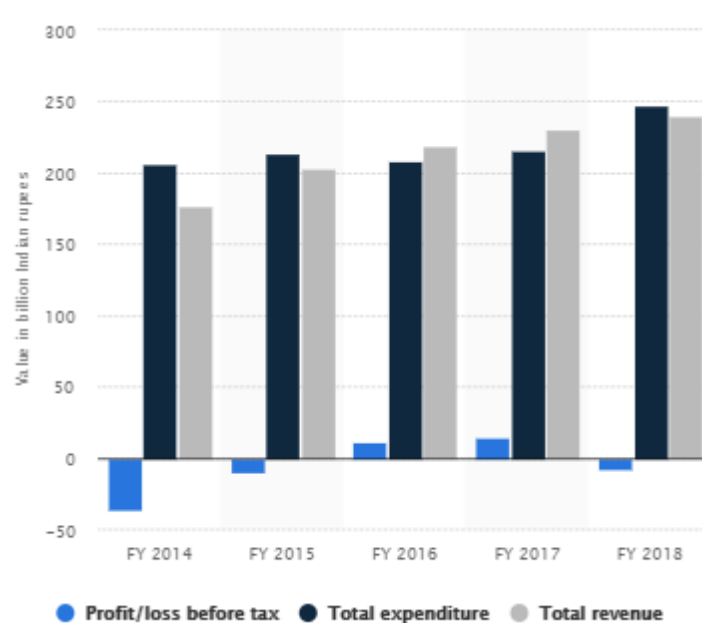


Figure 1: Revenue of Jet Airways from 2014 to 2018

(Source: statista.com, 2020)

Along with this, it has been analysed that due to significant loss in business operations the company had to temporarily suspend all their operations during April 2019, thereafter, an insolvency proceeding was officially commenced. Jet Airways had a market share of 15% during the financial year 2018 (reuters.com, 2020). The major competitors of the company included SpiceJet, Indigo and several others. It has been analysed that the financial year 2018 was a very tough year for the entire airlines industry in India due to two primary reasons; the first one includes the high oil prices, thereafter, causing airlines to bear the burden of higher costs. While the second factor includes foreign exchange losses which considerably increased the difficulty level in the entire business climate. Although, the demand for flights has increased leading to growth in traffic, including both domestic and international, but, external factors have severely affected the business operations of all the companies operating in Indian airlines sector (statista.com, 2020). In this the primary focus has been laid on discussing about the organisational culture of the company Jet Airways, which will highlight the major reasons that led the company to a devastating state. Jet Airways being a highly popular airline and one of the favoured passenger airline, reported bankruptcy, which allowed the other competitors in the sector to capture the market share and increase their profitability.

2. Research aim

The study aims to assess the impact of organizational culture on the organizational performance and how it leads to success or failure of the business, with a key emphasis upon Jet Airways.

3. Research objectives

Research objectives are:

- To evaluate the Organisational culture of Jet Airways
- To explore the factors that impact on the performance of Jet Airways
- To assess how organisational culture impacts on the organisational performance of Jet airways

4. Research questions

Research questions are:

- What is the organizational culture of Jet Airways?
- What are the factors that impact on the performance of Jet Airways?
- How organisational culture impacts on the organisational performance of Jet airways?

5. Research rationale

What is the issue?

The primary issue that has been studied is that senior managers at Jet Airways after witnessing series of losses consequently in every financial year from 2014 to 2018 had to completely shut their business operation (statista.com, 2020). It has been highlighted that Jet Airways was a highly preferred company in the Indian Airlines sector; however, still the senior managers of the company could not sustain their business operation. In the end, the company had to file bankruptcy and follow an insolvency proceeding during the year 2019. Jet Airways had a considerable market share in the industry, after, it shut down its operations; its competitors were able to expand their reach, however, a large sized company reporting bankruptcy created a lot of tension and repercussions around the entire airline sector.

Why is the issue?

Apart from changes in the external factors, such as high fluctuations in the oil prices and losses in the foreign exchange, it has been analysed that there were significant factors associated to internal workings of the company that led to the failure of Jet Airways (statista.com, 2020). It has been evaluated that the internal culture of the company and the decision making process followed by the senior management at Jet Airways also had a major influence over the deteriorating business empire. Several evidences point that weak internal organisational culture had created poor internal connections and declined overall performance of the company.

What is the issue now?

Currently, it has been noted that several other companies in the Indian airline sector is facing similar issues and problems. It is expected that if the trend continues for the next few years, there

will be hardly any company left in the sector to manage their business operations successfully. From several years, it has been studied that airlines sector is one of the difficult sectors to operate, as it involves influence of various external factors as well as involves crucial decisions business decisions, high investments in the infrastructure development and other aspects. Therefore, considering these factors the existing companies are finding itself completely devoid of strategic directions and effective management principles to support and sustain their business operation.

What light this study will shed upon?

This study will shed light on the various factors that affects the internal environment of the company, as well as stressing on the importance of organisational values, beliefs and standards that are laid out by the senior managers. The way senior managers make decisions and follow the process of managing business operation has a huge impact on the overall performance and productivity of their employees, thereby determining the failure or success of the company in long run. This study lays strong emphasis on studying importance of organisational culture, its different dimensions as well as factors to improve it. Learning's gathered from this study will help the senior managers to improve their decision making and their approach of managing business operation.

6. Problem statement

The major problem that this study intends to address is that most of the senior managers in large companies lack strong focus on internal affairs of a company, rather, they focus on other aspects to lead the organisation to pinnacle of success. Therefore, efforts have been made in this study to highlight the fact that majority of the companies need to focus on subtle factors that already exist within their company that can help them to improve their performance as well as productivity. It has been highlighted that how senior managers can still sustain and thrive their business operations even in a difficult and challenging environment (Wijayanti *et al.*, 2018). In the current business environment, a common thing that can be noticed is that it is highly uncertain due to frequent changes; therefore, the need of the hour is to focus on internal affairs of the company to bring about an effective change that supports flexibility and lean business operations. With extensive focus laid on the importance of organisational culture and its impact on overall

business operation, providing examples from the company Jet Airways will help to bring a positive change in the thinking and decision making process of several managers across various organisations.

7. Significance of the study

Importance of this study can be understood from the fact that efforts have been made to highlight the importance of organisational culture and various factors affecting it. In the current uncertain and constantly changing business environment, it has been analysed that the majority of the senior managers are constantly busy and worried about managing external changes as well as building assets and resources associated with it (García-Fernández *et al.*, 2018). However, the approach of the study is completely different as it focuses on the internal affairs of the company, highlighting how internal structure, core values and beliefs can determine its failure or success. It is important to note that findings and analysis provided in this study will considerably change the approach that senior manager's commonly implement while managing business operations or building competitive edge in the market. There are several models and theories, which can be implemented easily to manage or rebuild organisational culture that supports accomplishment of organisational vision and mission. These essential studies along with real life examples involving the case study of Jet Airways has been provided in this research project that will go a long way in building a strong foundation for the development of organisational culture. This study will primarily play an important role in bringing substantial changes in the strategic directions of several companies as well as guide them to improve their internal competencies.

8. Structure of the study

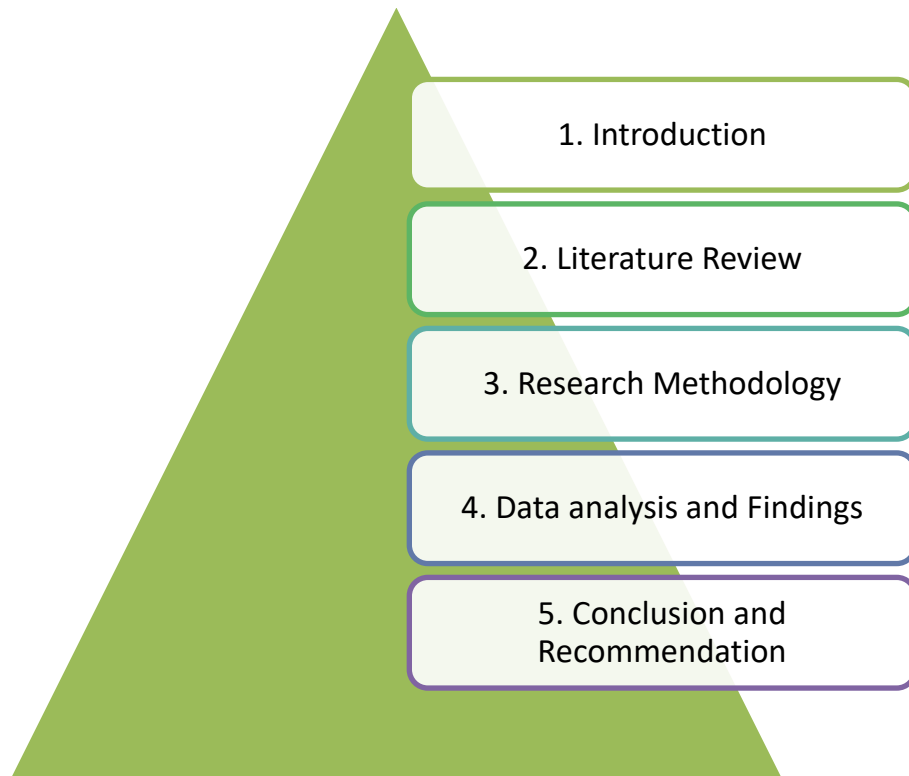


Figure 2: Structure of the study

2. Literature Review

1. Organisational culture

Organisational culture is a very broad topic, which involves valuable and unique insights about organisation core aspects. In most occasions, it has been observed that organisational culture is discussed in several ways depending upon the actual source or topic (Gochhayat *et al.*, 2017). It has been evaluated that the term culture involves several meanings and conditions associated with it. Therefore, it is necessary to understand the term culture, which is primarily understood as programming of the human mind that distinguishes a group of people from another group. A common aspect about culture is that a particular group always shares a collective phenomenon, which is drawn from the surrounding environment. According to Eisend *et al.*, (2016), it has been stated that organisational culture affects each and every employee working in a company. Although, organisational culture is intangible in nature and difficult to define, it can be understood as a necessary component of a workplace that requires analysis of several factors. In simple terms, it has been defined that collection of behaviour, values and processes that create a unique psychological environment within an organisation contribute towards organisational culture.

Within workplace senior managers, team leaders, employees and other staff workers constantly interact with each other, the clothes that team members wear as well as the paintings on the walls are all ingredients of the organisational cultural mix. Focusing on this part of the business is a very vital decision, as it helps the senior members of the Company to enhance their ability regarding recruitment and selection of employees as well as retaining them for a longer period. It has been observed that organisational culture affects productivity of the team, which makes it necessary to conduct a regular analysis of the pulse of organisational culture, while undertaking necessary steps to improve it.

2. Impact of organisational culture on performance of employees

According to Anitha, (2016), it has been stated that the corporate culture of a company has a powerful impact on every aspect of business operation including profit, sales, recruitment efforts, employee morale, including both positive as well as negative. It has been studied that corporate culture helps the company to attract people from various sources to work or do business with that

particular company. Thus, organisational culture can inspire individuals to be more productive as well as help them develop a positive attitude towards their work. In turn, it can be said that organisational culture helps a company to reduce employee turnover, act as a best recruiter, and attract qualified candidates (Padhi, 2017). These factors strongly highlight the fact that organisational culture plays an important role in the overall development of a company. According to Jarrah *et al.*, (2020), it has been studied that organisational culture influences employee performance, employee happiness, employee engagement and various other aspects.

Considering the current business environment, it has been studied that corporate culture has become more important than ever. Currently, senior managers need to deal with various kinds of business operations, involving everything from sales to recruitment, marketing to development of strategies. It has been observed that the majority of successful organisations around the world always focus on development of strong and positive corporate culture as they consider it to be an important asset (Ogbeibu *et al.*, 2018). It has been studied that organisations involving a growth oriented corporate culture focus at employee development and growth by providing them opportunities to work at their full potential and being creative in their approach. In such cases, it has been observed that organisational culture prevents boredom and job stagnation, while ensuring that things stay exciting and interesting for employees.



Figure 3: Impact of good organisational culture on overall performance

(Source: Nusari *et al.*, 2018)

Along with this, organisations operating in highly competitive environments tend to follow strict hierarchies as well as follow a competitive culture that focuses on maintaining strong relationships with external authorities. In this case, the focus is on development of strategies to attain a competitive edge in the market. While considering another culture which focuses on collaboration, it is considered to be a completely different organisational way of working. In such cases employees tend to follow a decentralized structure having integrated units that work together to develop solutions for different complex problems. Organisational culture primarily indicates that all the employees working within the same company are like minded and hold similar beliefs and ethical values. According to Nazarian *et al.*, (2017), it has been stated that when employees tend to share beliefs and ethical values that are specifically aligned with the organisational vision, employees tend to be more effective and productive while working in a team. Strong organisational culture has been found to be highly effective in facilitating development of trust and rapport among team members, which consequently enhances team performance.

Strong bonds that team members are able to build with each other goes a long way in ensuring that they are able to manage different conflicts and issues among each other. Therefore, it can also be said that strong organisational culture has a significant amount of impact on the ability of individuals to resolve conflicts and issues, thereby, avoiding any kind of negative impact on their performance. When employees have strong trust and bonding with each other they tend to be highly focused on their responsibilities as well as task completion (Dasgupta, and Sahai, 2019). Strong organisational culture has been found to be highly supportive towards the development of effective communication channels, this allows the senior managers and team leaders to guide their employees as well as smoothly communicate with them regarding their role and responsibilities. When employees are clearly aware about their responsibilities and about expectations from the seniors they tend to be highly creative and innovative in their approach. Along with this, it can be said that effective organisational culture ensures that there is a strong understanding between senior members of the company with their subordinates and juniors.

It has also been studied that organisational culture has a significant amount of impact on employee performance, as it influences the employee motivation level. In all organisations, it has been found that employees work with high levels of determination and passion to achieve organisational goals, this happens only when they perceive that they are an important part of the corporate environment (Brenyah, and Obuobisa-Darko, 2017). Various organisational cultures operating within the same company can have significant amount of impact on employee performance. For instance, if an organisation maintains a specific organisational culture then employees tends to work accordingly, however, if the organisation allows certain changes in its culture for specific groups, then it is found to create rivalries among different areas. The simple fact that has been understood is that organisational culture within a company needs to be same for all the employees and departments in order to avoid any kind of conflicts and issues.

Another method that can be followed is that senior members can develop organisational cultures different for different sets of areas, thereby, facilitating the performance of employees across all layers of the company. It has been studied that effective organisational culture facilitates the development of a structure that helps senior members to retain talent within the company. Along with this, it has been analysed that effective structures developed within a company can help to attract and engage individuals with the same beliefs and values that constitute the entire organisational culture (Samuel, 2018). Strong organisational culture ensures that new employees joining the company are able to get aligned with it easily, thereby, facilitating development of a robust corporate culture and proactive performance management systems. It has been studied that when senior members align the organisational culture with the performance management systems, employees tend to be more effective in solving complex problems as well as managing their responsibilities even in an uncertain environment (Chen, 2016). It has been studied that in organisations where culture and management systems are not aligned appropriately, significant amount of discrepancies in employee attitude and behaviour has been observed, which in turn affects the ability of the company to achieve its goal.

3. Different factors affecting the organisational culture of a company

According to Shaw, (2016), it has been stated that organisational culture primarily involves the manner in which employees within a workplace complete their responsibilities and tasks as well as how they interact with each other. It has been evaluated that the entire cultural paradigm

involves rituals, beliefs, values and symbols that determine the operating style of employees within an organisation. Importance of organisational culture can be understood from the fact that it keeps the entire workforce bonded together, thereby, providing them a specific direction. Considering the current dynamic business environment, the biggest challenge for most of the organisation involves changing its internal culture, since, employees and other staff workers are deeply accustomed to a certain process of doing things. According to Fullwood, and Rowley, (2017), it has been stated that the dominant aspect about the culture in an organisation is determined by its environment in which it operates, the nature of organisational objectives, its belief system as well as the management style followed in the company. Thus, it can be said that different organisations have different cultures. For instance, it has been noted that organisations involving bureaucratic and well-structured internal processes, primarily follow an organisational culture involving extensive control. In such cases, employees tend to follow standard procedures under a strict regulation to hierarchy and specifically defined employee roles and responsibilities.

Leadership principles

Leadership is the single most influencing factor that affects organisational culture. The manner in which managers and executive teams of a company operate have a vital impact on the internal atmosphere of the company affecting how employees feel and act. It has been studied that senior managers and executives are involved in managing the business, thereby, affecting the policies, procedures and different set of rules introduced for employees. In investigation and analysis, it has been studied that values and philosophies followed by the senior leader of the company trickle-down to employees and other staff workers affecting their ability to deliver and achieve results for the organisation (Mansouri *et al.*, 2018). It has been studied that senior leaders and the executive team should be mindful about the rules they set in the company as well as how they act around their subordinates. They need to be aware about all the action and how it affects each person.

Business nature

According to Novak *et al.*, (2017), it has been stated that the overall purpose of a company, its market operations and products and services that it offers to the customers have a huge impact on employee behaviour. As analysed, whether the organisation is able to make a meaningful difference in the lives of the clients and customers through their products and services, these

factors have a direct impact on the organisational culture and the way employees feel about working in the company. Nature of the company is also determined by the sector in which it operates, which influences the cognitive abilities of employees as well as belief system.

Values, policies and working environment

According to Rudes et al., (2017), it has been stated that policies, procedures and policies that have been emphasized by the senior managers within the work environment, the same thing will be followed by all the individuals working in it. Therefore, it can be said that the values, policies and work ambience that has been established within the company will determine the values and policies followed by the employees of that company. Senior managers in the company should focus on developing and guiding policies and employee behaviours, which they think will help them to promote organisational culture that they want to be a part of. For instance, it has been studied that elements such as trust, integrity in communication, learning mindset, positive team environment, and client advocacy are something that senior managers should look forward to and integrate into their organisational culture (Kraśnicka *et al.*, 2018). Clearly defining the set of principles and values that a company expects from their employees will go a long way in nurturing a strong foundation of organisational culture within the company.



Figure 4: Essential factors for building a positive organisational culture

(Source: Pučėtaitė *et al.*, 2016)

External authorities and clients

It has been studied that interaction that takes place between individuals working at the same place has a significant role, however, individuals or clients for whom they work is also equally important. The clients and external authorities that have a significant amount of influence and power over the business operations play a significant role in affecting organisational culture. It

has often been found that key stakeholders as well as major clients of the company overlook this important factor. Clients are an important part of the culture because they influence individuals and their well being (Pučetaité *et al.*, 2016). In case, a client or a customer of the company is not satisfied with the company's product and services, they may shift their business to another organisation, thereby, influencing employee's attitude and behaviour. However, when clients are happy and able to succeed, and appreciate the hard work put forward by the employees, it will definitely uplift the motivation level of the entire team.

Recruitment and selection process

The recruitment and selection process followed by the company has the most important impact upon the organisational culture. It has long been regarded that the process that is followed by HR managers in the company to recruit and select the best candidates for different roles and responsibilities has an extensive role in the development of organisational culture (Kawiana *et al.*, 2018). Corporate culture is always determined by the type of employees that is hired by the organisation, especially in those companies which are highly growth oriented and rapidly trying to add new employees into their work force. As highlighted earlier that the senior leaders of the company have a significant role in the establishment of organisational culture, similarly, the other team members and workforce also have an impact on corporate culture. It means that co-workers spend a significant amount of time with each other, therefore, the way they behave and interact with one another changes the ambience of the office.

4. Various models and theories

Handy's Model of organisational culture

It has been studied that Handy's model of organisational culture is based on two essential dimensions including power distribution and levels of cooperation in the company. As highlighted in the figure below, the power distribution is placed on the y-axis, while the level of cooperation is placed on the x-axis, which results into four types of combination involving different organisational culture (Nasaireh *et al.*, 2019). It has been evaluated that power distribution simply refers to the extent to which the senior managers in the company are open to work with their subordinates and juniors. While the cooperation level highlights the degree of

cooperation that exists between the various departments and employees. Different organisational culture highlighted in the Handy's model has been explained below:

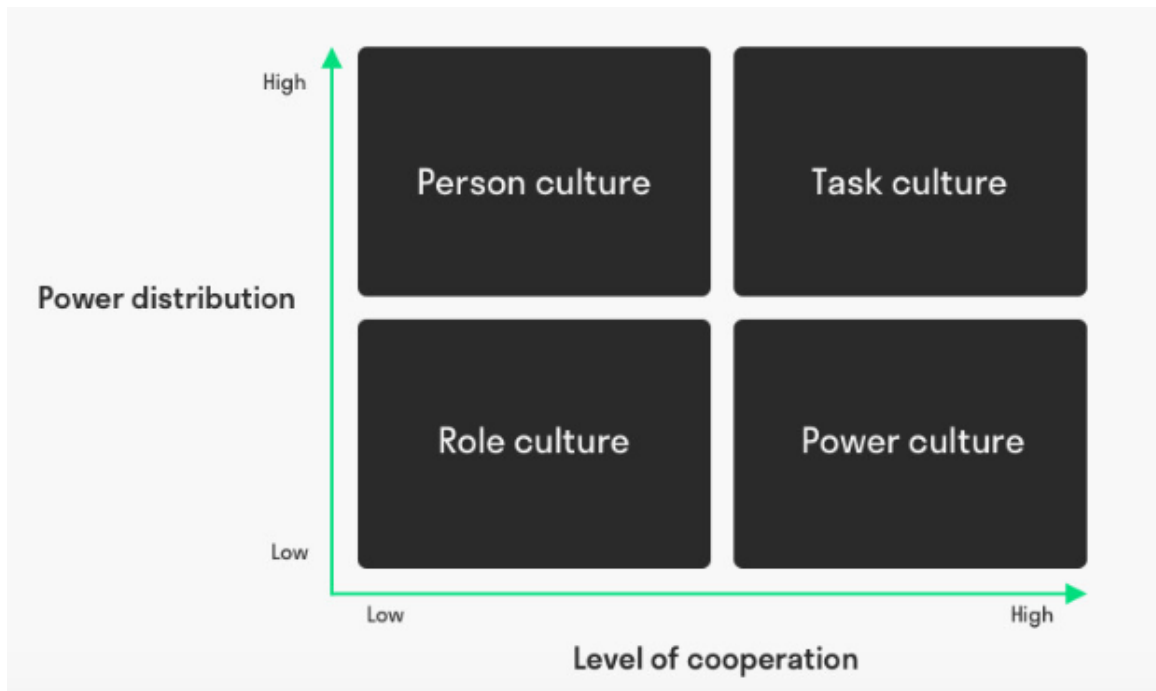


Figure 5: Handy's Model of Organisational Culture

(Source: Nasaireh *et al.*, 2019)

Power culture

In this kind of culture, employees are led by a charismatic leader, where they tend to be highly loyal to the leader of the company. This kind of culture is primarily observed in entrepreneurial organisations involving small start-ups, where a flat structure is followed. The degree of cooperation between departments and employees is to the higher side (do Carmo Silva, and Gomes, 2019). The leader of the company controls all the operations in a centralised manner, while delegating responsibilities and tasks to each group or team.

Role culture

It can be seen in the above figure that role culture involves low power distribution as well as lower degree of cooperation. These kinds of organisational culture can be found in bureaucratic organisations, which are highly job oriented. In such cases, employees primarily focus on

security and stability as much as possible. Another important feature of this culture is that status is more important than performance and there is a clear hierarchy that operates in the company.

Task culture

In this organisational culture, both power distribution and cooperation level is present to the highest degree. It has been studied that this kind of organisational culture exists in projects or matrix organisations, which are highly result oriented. It has been observed that organisations employ temporary teams where cooperation is of paramount importance (Solanki, 2019). Employees tend to work based on their own experience as well as guidance provided by their colleagues, and finally results are given more importance than rules and regulations in the company.

Person culture

This kind of culture is found in organisations, where professionalism is given high importance. Employees are provided complete independence to work as per their own expertise. A lot of focus is given on meeting the needs of individuals working in the company that is why it is said that this kind of culture is people oriented. In this culture, employees are at the centre while there are few rules and regulations linking employees with different departments.

Hofstede Model of Organisational Culture

According to Hofstede model, it has been stated that organisational culture of a company is significantly influenced by the national and regional factors where it operates, thereby, eventually affecting the behaviour of the employees in the company. According to this model, five essential factors have been identified that influence the overall workplace culture, these include:

Power distance

Based on this factor, it has been highlighted that there can be two kinds of organisations.

One where the power is evenly distributed between all employees irrespective of their position in a company, in that case, each employee is provided with equal benefits and rights in the company irrespective of their position or level of hierarchy (Afrasiabifar, and Zarei, 2017).

In the second case, it has been observed that employees in the higher position are entitled to special treatment as they enjoy greater power and responsibilities compared to the other members.

Therefore, it has been analysed that power distance simply refers to the difference that exists in the work culture based on the power distribution among employees. It has been determined that organisational culture is completely different in both the organisations.

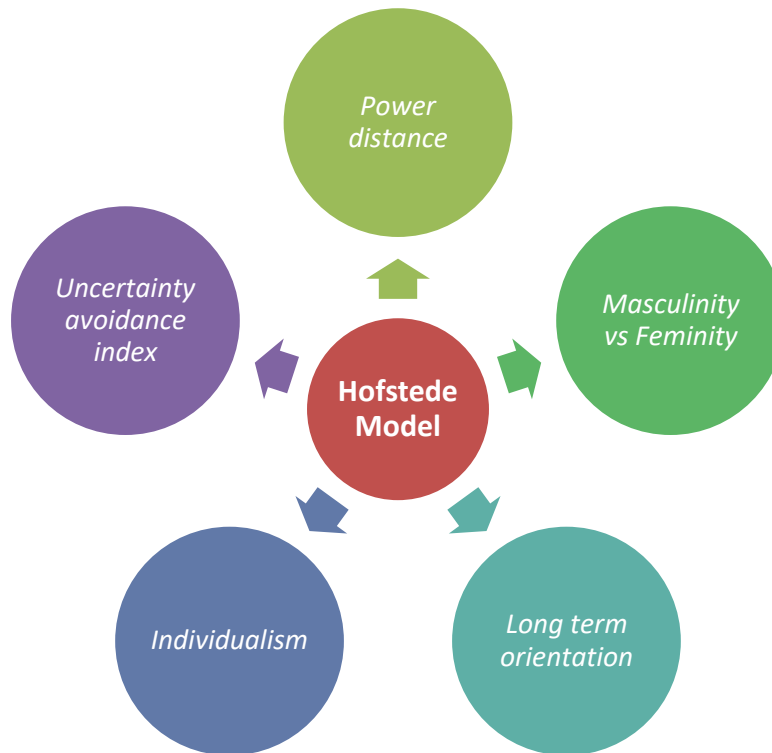


Figure 6: Various factors involved in Hofstede Model

Masculinity vs Femininity

This factor involves the impact of difference between the values given to male employees and female employees in the organisation. On investigations, it has been revealed that workplaces where male employees are given more importance than the female counterpart, in that case, organisation follows a different corporate culture, while, compared to the organisation where females are given more importance (Feldman, 2019). In workplaces, it has been observed that policies and ways of carrying out business operations, where females have a major dominance in

the decision making process, a significant change in the role and responsibilities have been observed.

Individualism

In an organisation, where more importance is given to teamwork, then in that case it has been observed that individuals with common interest collaborate and work in cohesion as a team. In such organisations, there is a strong belief that output is always more important than the individual contribution in ideas and discussions. In such organisations, where it has been observed that team members share a healthy relationship as well as they help each other when required (Ugrin *et al.*, 2018). On the other hand, it has been observed that certain organisations do not prefer a culture involving teamwork; rather, they focus on empowering individuals as a single unit and encourage working individually.

Uncertainty avoidance index

In this factor of Hofstede model, impact of uncertain or unfamiliar situations on employee attitude and behaviour has been analysed. As stated by (Pietersen, (2017), uncertainty avoidance index lays emphasis on the tolerance level of individuals while encountering different comfortable and uncomfortable situations at the workplace. It has been observed that organisations focus on reducing both these types of situations for their employees in order to ensure that they are well prepared for all kinds of challenges.

Long term orientation

This factor particularly demonstrates the focus of an organisation on building long-term relationships with their employees so that they are able to work hard to achieve organisational goals and mission (Jafari, and Amirnejad, 2017). It has been observed that organisations where senior managers focus on building long-term relationships, in that case, employees tend to be more attached with the company, thereby, focusing more on accomplishment of larger goals. On the other hand, where senior managers in the company focus on short-term factors and do not focus on establishing relationships with their employees, in that case, significant drop is observed in long-term planning and prioritisation of short term objectives is increased. However, in such a scenario, employees tend to leave the company for other better opportunities.

5. Different strategies to improve the organisational culture

Corporate culture has always been a magnet for employees who like to work in a relaxing work atmosphere such that they are able to meet the needs of the company as well as their personal goals (Suchyadi, 2017). It has been observed that organisations involving a positive corporate culture witness brilliant employees who perform much better than the organisations where the atmosphere involves limited freedom and flexibility. Along with this, it has been studied that developing a good working environment ensures that employees enjoy what they do (Wu *et al.*, 2019). This increases their passion, thereby, resulting in better performance and productivity. Therefore, it can be said that it is necessary for senior managers to focus on improving the corporate culture. Different strategies that can be executed by senior managers have been outlined below:

Defining clear goals of the company

The first strategy that senior managers should focus on involves bringing a group of people together to achieve a specific goal. It has been observed that organisations where employees work together as a team are more successful in achieving larger goals of the company. For this, senior managers should focus on establishing clear values and goals of the company so that employees are completely aware about it (Lee *et al.*, 2018). Senior managers should focus on clearly demonstrating what the employees need to do and what are their limits, as well as proper guidance need to be provided to make sure that all the employees manage tasks as a team.

Offering higher flexibility

Over the past few years, it has been observed that corporate culture has significantly evolved, however, senior managers in various organisations still continue to follow traditional practices and processes. Therefore, the need of the hour is to bring changes in the conventional way of doing things, senior managers should change the way they treat their employees, providing them with more freedom, flexibility, rather than regular working hours (Willis *et al.*, 2016). It has long been observed that organisations are able to improve their overall performance when employees are given complete flexibility to manage their time on their own. Along with this, it can be said that flexible hours of working can boost creativity and productivity, since; employees have more time on their hands to do personal things as well as focus on office work.

Encouraging and empowering employees

Another essential strategy that senior managers can follow is that they should focus on empowering and encouraging employees. For this, senior managers can bring changes in their reward management systems. Senior managers should reward employees who are hard-working and display desired behavioural characteristics that will encourage other employees to follow the same steps, thereby, boosting a positive work atmosphere (Jermias *et al.*, 2018). In addition, employees are not just people who work for the company, rather they are an integral part of the company's success, and therefore, senior managers should give importance and recognition to those individuals who are hardworking. This can be easily done by rewarding those candidates who deserve so that they are encouraged to do their best every time.

Developing trust among employees

This is the most essential aspect while dealing with team members and groups. Every organisation is made up of different departments involving various teams at all levels (Bradley *et al.*, 2017). Therefore, several times, it is observed that conflicts and issues arise among them. However, senior managers can play a significant role by initiating trust within the company; this will not just help to resolve conflict immediately and in a transparent manner, but, it will also go a long way in promoting stronger relationships that will help the company to face various challenges and complex problems.

Integrating technology in the company to simplify the individual role

Another important strategy that is commonly being used by different organisations involves implementation of advanced technologies that can optimise resources as well as re-design the role and responsibilities of individuals (Chen *et al.*, 2018). Senior managers should focus on utilising platforms that can centralise all the work, decrease workload on individuals as well as enhance communication channels. There are various technologies that are available currently that can be utilised for increasing effectiveness in team performance, encouraging collaboration as well as adjusting in project management.

Focusing on team relationships

This is entirely involved with the team development strategies that are implemented by the senior managers. Senior managers should always consider the whole organisation as a group of teams, where the performance of the organisation depends on the performance of each team (Setyaningrum, 2017). Therefore, the focus of the senior managers should be on building strong relationships among the members so that they strive hard to attain organisational goals as a team or as a single unit. Building effective teams can help senior managers to improve the entire working environment, organise different activities effectively as well as initiate new projects.

Gaining feedback from the employees

It needs to be noted that employees feel highly valued when they witness that their opinions and ideas are considered important by the senior managers of the company (Lee *et al.*, 2018). The fundamental concept is that every employee desires to be valued at the workplace, therefore, hearing what employees has to say can be a crucial step in boosting a positive organisational atmosphere. Senior managers should focus on carrying out regular meetings, discussions and conferences with different departments and team members to ensure that the challenges that they are facing can be understood and resolved (Tomic *et al.*, 2017). Along with this, carrying out regular meetings with team members will provide a better view about the current status of the company, thereby, helping in controlling and managing business operations.

6. Research Hypothesis

Ho: There is no significant impact of organisational culture on organisational success: A case study of Jet Airways

H1: There is a huge negative impact of organisational culture on organisational success: A case study of Jet Airways

3. Research methodology

1. Research onion

According to Kumar, (2019), research onion is a model, which primarily involves different stages that covers various aspects about developing a research strategy. It has been studied that when research onion is viewed from outside, it displays various layers just like an onion having various detail stages of the research process. It has long been considered that research onion provides researcher with an effective process of following research methodology, which can be designed easily using different layers present in the model. There are various kinds of usefulness known that can help researcher to carry out different aspects of the research project, thereby, allowing use of a variety of new strategies and theories in the work. In every research project, it is necessary for the researcher to carry out various planning and execution of different strategies to ensure appropriate research outcomes is achieved. Similarly, the three essential philosophies involved in research onion are:

Ontology

This primarily refers to the awareness of the researcher about the nature of reality. In other words, it can be said that researcher need to clearly differentiate between reality and perceived reality, by understanding three essential philosophical positions that are objectivism, constructivism and pragmatism (Ledford, and Gast, 2018).

Epistemology

This particular philosophy is primarily used for scientific purposes, as it helps the researcher to find the right information without any doubt. This involves three essential positions, which are realism, interpretivism and positivism.

Axiology

This philosophy is about learning how opinions affect the collection analysis of the entire research, thereby, helping to maintain balance.

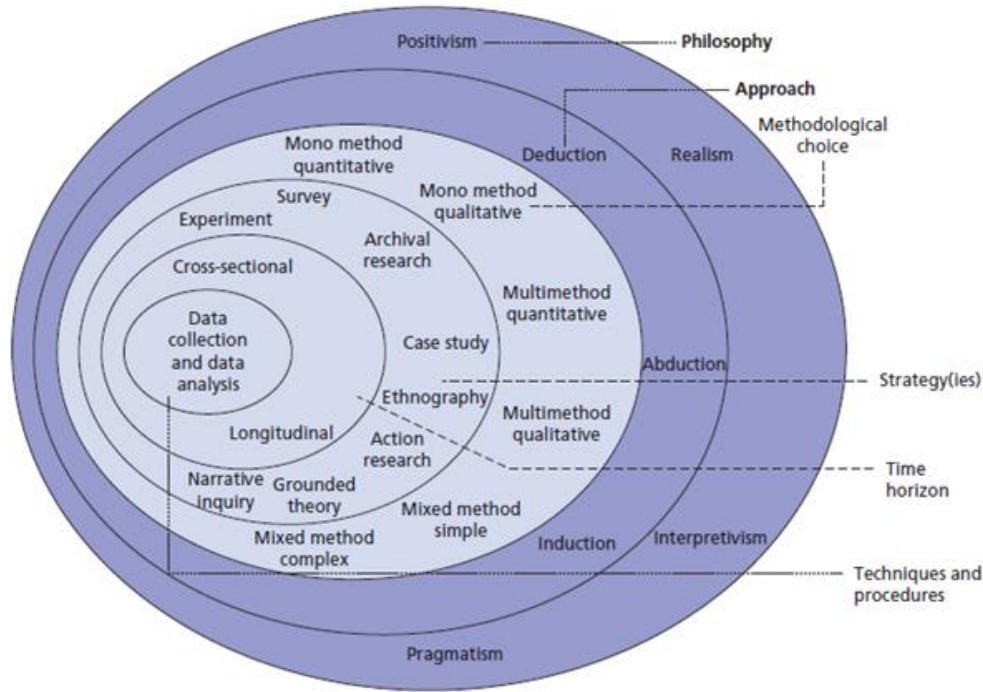


Figure 7: Research Onion

(Source: Bresler, and Stake, 2017)

As it can be seen in the above figure, the first layer of the research onion involves philosophy, the second layer deals with approach, the third layer deals with methodological choices, the fourth layer deals with strategies, while the following layers include time horizon and techniques and procedures.

2. Research philosophy

As highlighted earlier, the first layer of the research onion involves essential philosophies that help the researcher to construct an appropriate thought towards accomplishing the research objectives. In a research study, it is highly important for the researcher to develop appropriate structure, identify possible limitations while making decisions. Along with this, it is necessary for the researcher to understand different ways of gathering and analysing information in order to develop a fine research work (Fletcher, 2017.). The three essential philosophical instances that have been laid out by the research onion involve positivism, realism and interpretivism. Having a strong understanding of all the three philosophies is highly essential. It has been analysed that positivism is about developing research questions and hypotheses that can be easily tested and

examined. Along with this, it has been studied that positivism primarily involves explanations that are collected from accepted knowledge of the world. Realism, on the other hand, is about revising each and every theory. This philosophy particularly focuses on explaining the fact that reality cannot be found without carrying out continuous research. It also states that researcher should always be open to utilising new methods of research. The third philosophy interpretivism is all about helping individuals to interpret the right participants in the social and cultural life. It can also be said that this philosophy allows the researcher to understand people and their actions.

Considering this research study, researcher has decided to select positivism research philosophy. This decision has been made because positivism philosophy has been found to be highly structured, ensures utilisation of large samples as well as allows researcher to carry out both quantitative as well as qualitative data collection methods (Humphries, 2017). In addition, researcher will be able to use factual knowledge while selecting the appropriate sources of information as well as it will ensure that the researcher strictly follows the right kind of methods that has been gained through observation and measurement. This allows researcher to collect information that is highly trustworthy and genuine in nature.

3. Research design

While considering research design, it has been studied that there are various meanings associated with it. Different studies highlight the fact that research design refers to the choice between qualitative and quantitative research methods. However, it has long been argued that this particular aspect of research, primarily focus on selecting highly particular methods for data collection and analysis. In simple words, it can be said that research design is all about developing a general plan that can be utilised for answering different research questions as well as it involves essential elements that outline various research studies and methods utilised for data collection and findings (Mohajan, 2018). It has been studied that there are different designs that a researcher can follow including exploratory, explanatory and descriptive. Each research design involves various kinds of advantages and disadvantages associated with it. Exploratory research design has been studied to have a single purpose that is to demonstrate strong insights about a particular situation. It helps the researcher to carry out open ended data collection strategies, follow a relatively smaller sampling size as well as carry out data collection processes in a flexible manner. Explanatory research has been found to lay more emphasis on explaining

different aspects about the topic. It involves more data sources and extensive data collection strategies. A researcher can follow a flexible process to carry out the entire procedure of data collection. In the case of descriptive design, it can be said that it is a combination of both exploratory and explanatory research design.

Researcher will be following explanatory research design while carrying out this particular research study (Attia, and Edge, 2017). This particular design has been selected for this research study because it will help the researcher to carry out extensive collection of data while demonstrating key findings and interpretations that are gathered through it. Another beneficial reason for using this particular design is that it will give an essential structure to the entire research project.

4. Research approach

While considering the structure of the research onion, it can be seen that the second layer includes a research approach that highlights two essential terms known as deductive and inductive. It has been analysed that a decision that has been taken in the early stages of the research onion will have a significant amount of impact on the decision that is made in this particular level. This particular aspect of the research methodology is considered to be highly important for achieving research aims and objectives. It needs to be understood that the deductive method or approach primarily involves answering the various questions of the research study that have been established during the start of the project. It has been studied that research objectives need to be aligned with the research appropriately so that suitable responses can be established for the research questions (Ørngreen, and Levinsen, 2017). It has been evaluated that researcher need to analyse different theories that are in accordance with the research questions. In the later stages, researcher needs to carry out collection of data and provide appropriate explanations for the question. This particular theory is found to be highly flexible as it allows a researcher to revise the theory as well as the entire process can be initiated again.

In the inductive method, it has been analysed that the researcher needs to focus on developing his own theory, in order to use the inductive method. Therefore, it can be said that this particular method works completely in an opposite manner of the deductive approach. It has been evaluated that the research needs to focus on selecting the theory right from the beginning of the

project as it does not involve utilisation of existing theory (Clandinin *et al.*, 2017). Therefore, researcher can use this particular method if the research requirements are not very complex.

Researcher will be following deductive research methodology in this particular research project. This particular method has been selected because it is significantly more in line with the research questions that have been developed earlier. Along with this, the most beneficial part of selecting this particular approach is that it will ensure that researcher is able to utilise existing theories, thereby, saving a lot of time and resources.

5. Data collection

The term data collection itself highlights the fact that all the strategies and methods involved in this aspect focus on collecting appropriate information that are highly relevant with the research aims and objectives. The first priority of the researcher is to understand the research problem, examine the hypothesis and evaluate the outcomes. For this, researcher needs to ensure that appropriate data is collected from different sources so that appropriate interpretations and findings can be demonstrated in the study (Page *et al.*, 2017). It has long been studied that there are majorly two kinds of methods that are known including secondary as well as primary process of data collection. In the case of secondary data collection, it has been understood that the researcher needs to focus on collecting information from already published books, newspapers journal, articles, online portals, websites and other sources. It needs to be noted that researcher can find abundant data and information using this kind of process for the research area. It needs to be noted that regardless of the nature of the research area, this process can be easily followed to collect vast amount of data and information. However, it needs to be noted that researcher need to focus on applying suitable setup criteria's including research validity and reliability while collecting information. In the case of the primary process, it has been analysed that the researcher needs to conduct interviews, surveys, group discussions, focus groups and various strategies in order to collect information that is in accordance with the research aim and objectives (Cuervo-Cazurra *et al.*, 2017). It needs to be understood that the researcher can follow both mathematical and numerical formats to collect information, which are slightly cheaper in nature, on the other hand, different methods that utilise more amount of feelings, emotions and other elements that are non-quantifiable for collecting information.

In this particular research study, researcher will be selecting only secondary sources for collecting information. This particular strategy has been selected because it will guide the researcher to collect information only from the published articles and books (Goldberg *et al.*, 2017). Considering the current social environment, it has been evaluated that following a secondary process of collecting information will be the most suitable one.

6. Data analysis

Data analysis is all about following appropriate strategies and statistical tools to interpret the data that has been collected by the researcher. Various discussions should be carried out in order to analyse the data that has been collected. The most important aspect that should be understood is that researcher needed to carry out data analysis only for primary data that has been collected (Venable *et al.*, 2017). A specific process is followed to analyse the primary data that has been collected by employing different methods and strategies. It needs to be understood that there are primarily two kinds of analysis techniques, which are known as qualitative and quantitative data analysis techniques. Extensive use of interviews, focus groups, experiments and discussion is carried out in the case of qualitative research analysis, as it allows the researcher to identify important and common patterns in the responses provided by the participants. This provides more opportunities for the researcher to critically analyse them as well as achieve research objectives. It has been studied that the researcher needs to carry out critical analysis and interpretation of various numbers, statistics and numerical data while carrying out quantitative analysis techniques. It has been evaluated that in this particular case researcher needs to find appropriate rationale in order to develop the appropriate findings of the study. According to Aithal, (2017), it has been stated that carrying out both types of studies qualitative as well as quantitative is highly important as it helps to make comparisons of the primary research. It needs to be noted that in the absence of primary data collection techniques, data analysis involves discussion of various common patterns as well as other information collected through secondary data that is directly related with the research topic.

In this particular study, researcher will be following only secondary research, therefore, data analysis will be done based on identifying various common patterns in context to Jet Airways.

7. Ethical considerations

According to Goldberg *et al.*, (2017), it has been highlighted that ethical consideration is one of the most important parts of the entire research study. Lack of attention in ethical consideration can create a huge amount of negative impact on the overall research study. It has been evaluated that the researcher has given a huge amount of stress and attention in the area of ethical principles and guidelines. As analysed, different ethical principles and guidelines in a research project significantly helps the researcher to follow all the essential strategies and methods in the most appropriate manner. It has been found that these kinds of strategies and processes have a huge amount of priority across all research projects. It needs to be understood that the researcher has followed a highly transparent process while presenting essential findings and information in the research study. Along with this, it has been studied that high priority has been given to the fact that the entire study has been kept comprehensive so as to ensure that all the readers from different organisations are able to understand the entire concept and implement them easily (Page *et al.*, 2017). Along with this, it has been observed that proper measures have been undertaken to ensure that misleading information is not present in the study, as well as, efforts have been made to ensure that findings are not presented in a biased manner. Rather the focus has been made to avoid the exaggeration of aims and objectives.

4. Data analysis and Findings

Theme 1: Organisational culture at Jet Airways

According to Arora, and Ravi, (2019), it has been said that the aviation industry is that particular industry, where it is very common to find that companies can copy products of other companies, however, one aspect that they cannot copy is their corporate culture. The necessary aspect that has been evaluated about the aviation industry is that when passengers rate a particular company, it involves a lot of emotional judgement, which is based upon various aspects of experience beginning from the airport, boarding into the aircraft, de-boarding and picking up luggage and then leaving the airport. Therefore, it is highly necessary for the senior managers in the company to focus on diffusing all the process into tangible aspects so that all the process can be managed appropriately. Thus, it has been found that the most accessory aspect for a company in the aviation sector includes focusing on developing the right culture, a specific culture that is completely different from all the companies present in the aviation industry. It has been found that when a company has developed an admirable culture that cannot be copied by other companies in the aviation industry, it is then when customers will be willing to pay more for the product and services as well as employees working for the company will be determined and committed towards their work (Sahu, 2018). Therefore, it will become highly easier for the senior managers of the company to increase both customer satisfaction as well as employee satisfaction, while at the same time, increasing the overall profitability of the company.

While analysing the organisational culture of Jet Airways, it has been discovered that there were several negative factors and issues associated with it. The senior managers in the company could not manage to bring the company from high debt to profitability in the business operations. The company was increasingly burdened under huge debt, such that the company ultimately had to close all its operations. It has been analysed that the organisational culture at Jet Airways was completely inappropriate and completely not in accordance with the goals and objectives of the company. An important aspect that has been analysed is that one of the major reasons behind the complete downfall of the company was organisational culture. Several evidence have been collected which simply signify the fact that Jet Airways had been in the red zone for several quarters during 2018. The founder of the company, Naresh Goyal, had to resign from his position during March 2019, when the lenders of the company took charge of the organisation. Several

issues associated with the senior management of the company and their decision making have been highlighted (Sahu, 2018). These aspects clearly provide sufficient amount of evidence that there were certain issues and challenges involved in the organisational culture of the company, since, the senior management of the company was not working appropriately to manage all the business aspects.

It has been analysed that the organisational culture at Jet Airways was very similar to that of an authoritarian organisational culture. It has been evaluated that the authority and power of controlling business operations and activities as well as important decisions in the company were entirely under the hands of a single person. In Jet Airways, the single person who was responsible for the entire major decisions included Naresh Goyal and the team working under him. It has been found that similar to an authoritarian culture, where power is completely distributed with the top-level senior management, a similar situation has also been observed in the case of Jet Airways. Several reports have shown that all the important decisions concerning the business operations and direction were taken by the senior management of the company with no involvement of employees or subordinates (Ahuja, and Alavi, 2018). In authoritarian organisational culture, a common aspect that has been observed is that senior managers in the company demand high levels of obedience from their employees as well as they warn them of dire consequences, in case they make any kind of mistakes or if their actions result in any kind of major failure. Therefore, it has been analysed that the organisational culture that was prevalent in the Jet Airways was highly toxic, which resulted in high levels of employee dissatisfaction.

According to Sarkar, (2017), it is highly difficult for senior managers in the company to promote good values, along with this, it is far more difficult for the senior managers to ensure that all the employees are adopting essential practices and standards. However, when the organisational culture is not supportive, while it involves several negative influences and factors, the total outcome of the company can be significantly poor. The organisational culture at Jet Airways involved poor communication, where the senior manager of the company did not indulged in talking openly with the staff workers or employees. In addition to this, it has been studied that it was very difficult for the employees to share their thoughts and ideas with the senior management that lead to complete breakdown of trust and bonding between them. Another important aspect that shows existence of highly ineffective organisational culture at Jet Airways

is the fact that senior managers were highly interested in increasing the efficiency and profitability of the business operations, such that the senior managers in the company had put all their focus on achieving greater market share in the Indian aviation sector above everything else (Banerji *et al.*, 2018). Along with this, it has been analysed that the senior managers were involved in micromanagement of various business activities. In such a scenario, where an organisation involves micromanagement of several business activities, while at the same time, overlooking several important matters within the company, there are high chances that the employees working in the company will always find themselves under high levels of scrutiny. This, in turn, can lead to high levels of workplace stress. The entire scenario that has been explained earlier was observed in the case of Jet Airways, which is the primary reason why senior management could not bring the company from high debt to a profitable business, even though the company reported 22% market share in the Indian aviation industry in 2015, which got reduced to 18% market share in 2018 (Jory *et al.*, 2019).

Another issue associated with the organisational culture in Jet Airways, it has been found that there was a significant lack of appropriate engagement between team members and their team leaders. Whenever a company does not give a significant amount of emphasis on evaluating the interest of the employees as well as meeting their needs, it has been witnessed that it is highly difficult for the senior managers to motivate their employees to work hard for the company. An important aspect that has been believed from a long time is that in an organisational culture, it is the relationship between the employers and employees, which is highly crucial (Ramanchi *et al.*, 2019). When the employers of the company pay attention towards the interest of employees, it has been found that the same as aspect is reciprocated by the employees in terms of higher levels of dedication and determination in fulfilling their role and responsibilities. A completely contrarian aspect was prevalent in the organisational culture of Jet Airways, where the senior managers did not pay enough attention in evaluating the interest of the employees, nor did they took appropriate measures to fulfil them. It has been evaluated that the existence of such kind of organisational culture at Jet Airways can be significantly seen in the quality of products and services that was offered by the company to their customers (Al Nahyan, and Abdel All, 2017). It can also be stated that this was the primary reason by the company kept losing its market share consistently over the years.

Several reports have highlighted the fact that employees were hardly given any notice at Jet Airways. Along with this, certain evidence show that many of them were laid off from their position in the company without any prior notice. Many times, it has been observed that employees were informed either a day before, or they were asked to leave on the day itself. This created a huge amount of negative impression on the employees leaving the company as well as on the employees who worked for the company (Upadhyay, 2019). Another important fact that has been evaluated about Jet Airways is that many times senior managers followed inappropriate channels for communication with the employees. It has been found that several employees working in the Jet Airways were sent messages on their mobile phones, while some of them received an email, whenever senior managers wished to share important details or message with them. These aspects really signify the disregard that senior managers at Jet Airways had for the employee welfare. These crucial aspects involved in the organisational culture at Jet Airways led to a complete downfall of the company.

BALANCE SHEET OF JET AIRWAYS (in Rs. Cr.)		MAR '18	MAR '17	MAR '16	MAR '15	MAR '14
		12 months	12 months	12 months	12 months	12 months
SOURCES OF FUNDS						
Total Share Capital		113.60	113.60	113.60	113.60	113.60
Equity Share Capital		113.60	113.60	113.60	113.60	113.60
Reserves		-7,355.60	-6,589.47	-3,442.97	-4,519.25	-2,656.74
NETWORTH		-7,242.00	-6,475.87	-3,329.37	-4,405.65	-2,543.14
Secured Loans		5,295.12	7,220.37	2,836.62	3,388.42	2,508.99
Unsecured Loans		0.00	0.00	6,394.77	6,863.17	6,076.80
TOTAL DEBT		5,295.12	7,220.37	9,231.39	10,251.59	8,585.79
TOTAL LIABILITIES		-1,946.88	744.50	5,902.02	5,845.94	6,042.65
Gross Block		7,076.68	10,069.92	16,603.18	16,065.19	15,709.86
Less: Accum. Depreciation		3,468.64	5,174.48	7,798.53	6,833.98	6,074.90
NET BLOCK		3,608.04	4,895.44	8,489.28	8,915.84	9,319.59
Capital Work in Progress		24.74	709.30	4.10	19.42	0.00
INVESTMENTS		696.70	1,230.67	1,196.19	696.17	1,641.21
Inventories		481.10	498.76	1,049.71	927.02	803.76
Sundry Debtors		1,279.35	1,333.62	1,625.48	1,374.48	1,209.22
Cash and Bank Balance		1,360.44	1,537.54	1,477.65	2,068.60	1,145.41
Total Current Assets		3,120.89	3,369.92	4,152.84	4,370.10	3,158.39
Loans and Advances		5,050.86	2,442.94	5,003.61	4,532.32	3,934.56

Total CA, Loans & Advances	8,171.75	5,812.86	9,156.45	8,902.42	7,092.95
Current Liabilities	13,983.35	11,496.85	12,581.91	12,387.60	11,657.31
Provisions	464.76	406.92	362.09	300.31	353.79
Total CL & Provisions	14,448.11	11,903.77	12,944.00	12,687.91	12,011.10
NET CURRENT ASSETS	-6,276.36	-6,090.91	-3,787.55	-3,785.49	-4,918.15
TOTAL ASSETS	-1,946.88	744.50	5,902.02	5,845.94	6,042.65
Contingent Liabilities	58,930.26	42,517.61	42,959.63	39,649.18	41,685.72
Book Value (Rs)	-637.51	-570.07	-293.09	-387.83	-223.87

(moneycontrol.com, 2020)

Figure : Balance sheet of Jet Airways (2014-18)

Theme 2: Factors that were affecting the organisational culture at Jet Airways

Recent reports published about Jet Airways have demonstrated that there are only a few airplanes that are in function for Jet Airways, which was once the second largest airline of India. Therefore, it has been stated that it is highly difficult for the company operations to begin its domestic and international operations, which has been suspended since 2019 (Malhotra, and Mittal, 2018). The major issue that has been identified in the case of Jet Airways is that the senior management in the company have failed to pay back both domestic as well as International loan, salaries of several employees as well as other dues that were pending. In addition to this, it has been evaluated that the company had fallen into such a devastating situation, that adverse impact was observed on the existing shareholders of the company including its staff workers, pilots and other shareholders. The possibility of finding new investments, which could have helped the company to sustain its business operations, was completely eroded. A significant fall in the share price of the company was also reported in 2019, when the company which was earlier managed by Naresh Goyal and partly owned by Etihad Airways, reported bankruptcy (Rossi *et al.*, 2019). Several studies have been conducted to

analyse various factors that affect the organisational culture of the company as well as crucial elements that lead to the downfall of the company.

It has been evaluated that the year 2018 and 2019 was highly distressing for Jet Airways. There is a complete mix of internal as well as external factors that affected the organisational culture of the company. It has been studied that frequent fluctuations in the fuel prices had created huge problems for the company; inefficient senior management which led to ineffective leadership principles as well as inappropriate company policies and standards is also an important factor that influenced organisational success (Tikku, and Sherman, 2019). Lastly, it can be said that significant fall observed in the Indian currency completely eroded profitability in the business operations of Jet Airways.

Several factors that have been identified in the case of Jet Airways that have significantly influenced the overall organisational culture of the company has been listed below:

Leadership

One of the major factors that influenced the organisational culture in a significantly negative way includes leadership principles followed by the senior management. Several reports and evidence have been collected, which signify that there was a lack of proper leadership in the company, which is highly responsible for the overall outcome that was witnessed by the company in the year 2019. Senior management had undertaken several inappropriate decisions that adversely affected the overall financial strength of the company as well as the corporate direction. It has been argued that the decision made by Naresh Goyal, CEO of the company, to purchase Air Sahara in 2006 for a whopping amount of \$500 million that was entirely paid in cash, was completely against the best interests of Jet Airways. Several experts stated the fact that the overall failure of the company can be traced back to the year 2006 when this decision to purchase Air Sahara was made (Nagpal, and Saranga, 2017). It has been evaluated that the senior management of the company completely ignored the recommendations of professionals, however, in the end when the company Air Sahara that was rebranded as JetLite, began to lose a lot of money, then the senior management had to take the decision to write off the entire investment amount. Evidence that shows lack of leadership principles in the company is when the CEO of the company, Naresh Goyal decided to follow a single management team for managing all the business operations. It has been argued that the senior management rejected the

opinion of several experts, who had suggested Mr Goyal to follow separate teams for managing full service carrier and budget flyer services, which could have helped the company to follow an effective management process.

However, it has been evaluated that Mr Goyal followed an authoritarian organisational culture, where Mr. Goyal tried to follow his own principles and directions to manage all the business aspects, while rejecting important recommendations of experts. Important evidence that shows lack of appropriate leadership in the company is the fact that the senior management of the company could not appropriately analyse the macro environmental factors influencing the business operations of the company (Bardell, and Ashton, 2018). It has been evaluated that the year 2005 and 2006 involved significant increase in competition in the entire Indian aviation industry. It was during 2005 and 2006, when new companies including Indigo, SpiceJet and GoAir entered into the Indian aviation industry, leading to fierce competition. However, the senior management at Jet Airways could not recognise this entire scenario, thereby; they failed to meet the demands of price sensitive consumers (Clark, 2017). The new rivals who had entered into the aviation industry started to launch flights on new routes, while the senior management at Jet Airways continued to focus on the corporate.

External factors

It has been evaluated that there are certain external factors which also affected the overall organisational culture in the company. One of the biggest factors that influence the aviation industry includes oil prices and fall in Indian currency. It has been stated that senior managers are always required to manage strategic directions and internal factors of the company while considering the fluctuation in oil prices and Indian rupee. In the entire world Asia is the biggest importer of crude oil, therefore, it is quite evident that all the airline companies operating in India are highly sensitive to the fluctuation in the oil prices (Jones, and Chauhan, 2019). However, it has been observed that the fall of Indian rupee had made the situation even more worrisome for Jet Airways. In the year 2018, all the airline companies were highly burdened due to rising cost of oil as well as the significant fall observed in Indian rupee, which made the oil prices even more expensive. Other companies such as Indigo and SpiceJet had also reported significant losses during the year 2018; however, it was Jet Airways which was adversely affected (Kolte *et al.*, 2019). Adverse impact of external factors on the company also influenced the organisational

culture, thereby affecting strategic management, operations carried out by employees and various other factors.

Company policies and standards of operation

Another important factor that influenced the organisational culture at Jet Airways includes corporate policies and communication channels that were followed by the senior management. Certain evidence has demonstrated that employees working at Jet Airways were highly troubled due to ineffective communication channels followed by the senior management. According to Jones, and Chauhan, (2019), it has been found that lack of proper communication channels within the company increased anxiety and tensions among the employees as well as made it difficult for them to decide whether to continue working in the firm or look for a new job, during the troubled times. At the end, when the senior management did communicate with their employees they were provided with a one line statement sent through email, stating their termination from the current position as well as did not provide any specific reason behind it (businesstoday.in, 2020). It has been reported that several employees working in the company had to deal with the crisis on their own by making use of credit cards or falling back on family for financial support. These aspects clearly signify that the senior management did not follow appropriate company policies and standards while treating the employees as well as customers. Therefore, it can be stated that these actions carried out by the senior management resulted in complete loss of trust among their employees and their customers.

Several reports show that there were more than 1,500 pilots working in the company, when Jet Airways finally stopped its operations on April 17 2019. It is always the top executives in the company who are informed first when the company is going down. However, the senior management completely ignored their responsibility to effectively communicate with their 20,000 employees as well as, no proper communication was carried out with the top executives working in the company, that significantly highlight the fact that there was complete absence of appropriate business policies and procedures (Clark, 2017).

Theme 3: Impact of organisational culture on the organisational success of Jet Airways

According to Bardell, and Ashton, (2018), there is a popular saying that history repeats itself. The same scenario has been observed in the Indian aviation industry. It has been studied that Jet

Airways witnessed a similar fate as that of the Kingfisher Airline. In the year 2019, Jet Airways had to bring down all the business operations, while it was confirmed by the Directorate General of Civil Aviation, which termed it as a temporary shutdown. However, several experts had stated that there is a very grim chance that Jet Airways would be able to begin their operations once again. Most important point that needs to be observed is that there has been a huge influence of organisational culture within the company on the overall events that has turned out in the case of Jet Airways (Nagpal, and Saranga, 2017). Several experts have highlighted the fact that the complete shutdown of the company can be traced back to the decisions that were taken by the senior managers several years ago. Therefore, it can be said that the impact of organisational culture is deeply rooted within the business operations and decisions made by the company. While analysing the history of the company Jet Airways, it has been studied that Mr Goyal and his wife Anita started the business operations of Jet Airways in the year 1993, when there was only one opponent in the entire Indian aviation sector, including Air India. During that time, Mr Goyal was highly enthusiastic as well as optimistic about the company's future prospects. The primary mission of the company was to emerge as the biggest private airline company with the capability to provide world class product and services (Tikku, and Sherman, 2019). However, it has been witnessed that major problems for Jet Airways began from the time when the senior management in the company focused on aggressive international expansion plans. Several experts have argued the fact that the actual fate of the company was written during its initial days when major decisions about the company were undertaken by the senior management.

Another major decision that was taken by the senior managers involved the order placed to purchase 22 wide body aircraft, which was planned to be delivered within 18 months, starting from 2006. This particular decision has been stated to be one of the biggest pitfalls for the company Jet Airways. It was then when the company started to witness significant depletion in its financial strength. One important aspect that needs to be noted about the airline industry is that, it requires a huge amount of financial strength for the company to survive in the market as well as a deep threshold for the ability to bear the pain associated with huge losses (Malhotra, and Mittal, 2018). While considering the Indian aviation industry, an important aspect that has often been stated is that it involves cut throat competition, where only the fittest company can survive and make profits. However, the senior management at Jet Airways had a completely different view about the industry. They started to embark on completely different plans and

strategies as compared to the rivals. Another huge mistake that was carried out by the senior management at Jet Airways included the decision to purchase Air Sahara for 14.5 billion rupees. Air Sahara had an ageing fleet, along with this; it was completely not a perfect match with the Jet Airways corporate culture. Another factor that influenced the overall failure of Jet Airways is the fact that very soon Indigo, a newcomer in the Indian Airline industry, began to gain market share through its cheaper prices (Upadhyay, 2019). It has been observed that the time when senior management of the company was busy focusing on expanding their operations to international markets, while at the same time, low cost carriers such as SpiceJet and Indigo were focusing on Indian markets and gaining their market share.

During the year 2013, the company was completely on its edge of running out of cash; however it managed to survive due to large investments made by Abu Dhabi's Etihad Airways, which bought a 24 percent stake in Jet Airways.

Considering all the events as highlighted earlier, it can be said that there were significant issues and challenges associated with the internal matters of the company, which lead it towards making wrong decisions consistently. It has been highlighted that the strong desire of Mr Goyal to control all the activities and business operations single handed is one of the primary reasons that build stumbling blocks for the future of the company (Ramanchi *et al.*, 2017). In the end, the company had to completely stop all its operations because the senior managers could not find a suitable investor for the company. Senior management at Jet Airways failed to find the strategic investor who could pump a huge amount of resources and financial capital into the company to help revive the entire business. Although there were reports stating that senior management at Jet Airways were undergoing discussion with the company TATA, however, no specific results were achieved. Senior management had completely lost their trust among the employees, their customers as well as their investors, such that at the end when the company was in an urgent need of investment, its existing investor Etihad Airways refused to increase their stake in the company.

Jet Airways, a cash strapped airline, which was grounded in 2019, owes nearly 8000 crore rupees to Indian banks as well as other public sector lenders. It has been found that the company has more liabilities as compared to the assets, which has resulted in a negative net worth of the company, while its equity value is nearly zero. These facts and figures about the financial

strength of the company simply demonstrate a negative picture about the company as well as the incompetency of the senior managers to manage its shareholders, their customers as well as their suppliers and employees (Sarkar, 2017).

A major learning that can be gathered is that organisational culture of a company has influence on all the decisions and business processes; therefore, a negative organisational culture in the company is bound to create negative results and outcomes for the company. The same aspect has been observed in the case of Jet Airways, where the inappropriate leadership, absence of proper managerial principles and standards led to devastation of a huge company (Ahuja, and Alavi, 2018). A negative organisational culture can bring down even the biggest companies present in any industrial sector. The same can be said for Jet Airways, which was once the second biggest airline in India, however, in 2019; it reported bankruptcy and failed to pay salaries to several employees and suppliers. An insolvency process was initiated when the company failed to attract any potential bidder.

Discussion

While summarising all the essentials points that have been discussed in the above section, it can be said that inappropriate organisational culture prevailing in Jet Airways is one of the primary reasons that has led to the quick downfall of the company. Lack of appropriate leadership principles and wrong decisions implemented by the senior management in Jet Airways resulted in devastation of business operations. It has been analysed that the organisational culture that was observed in the Jet Airways included authoritarian leadership style. It has been studied that all the important control and decision making power was handled and carried out by the senior management of the company that was led by Mr Goyal. Authoritarian culture is found to be one of the major factors that can lead a negative behaviour and attitude among the employees. The same aspect has been observed in the case of Jet Airways, where the senior managers were highly focused towards increasing profitability, while they completely ignored the necessities and requirements of employees. It had a significant amount of impact on the long-term relationships between employees and employers at Jet Airways. Several instances have been reported when employees were highly troubled due to poor communication channels followed by the senior management. Communication is always considered to be the backbone of an organisation, while considering Jet Airways, which was the second biggest company in the

Indian Airlines sector, poor communication channels were bound to disturb its overall operations. Another issue that has been identified is that the senior managers completely disregarded the contribution made by the employees. On many occasions, it has been found that the senior managers used mobile phones and email to send important messages. Along with this, it has been found that senior managers never considered employees as an important and integral part of the company; rather, they were always treated poorly, with no regard for their welfare.

It has been identified that several factors were responsible for influencing organisational culture at Jet Airways. In the above section, it has been analysed that external factors including high fluctuations in oil prices as well as significant downfall observed in Indian rupee adversely affected the organisational culture. Along with this, it can be said that inappropriate leadership principles followed by the senior managers had a negative impact on the overall employee performance. Jet Airways consistently failed to achieve a high satisfaction level among their customers as well as their employees. Senior managers did not follow appropriate company policies and standards while treating their customers and employees. During the end of the year 2018, when Jet Airways was struggling to survive and sustain its business, the senior managers did not pay any attention to inform the top executives of the company regarding the poor performance of the company and their future decisions. About 20,000 employees working in the company were laid off, without any prior notice or information regarding the shutdown of business operations. It has been analysed that several inappropriate business decisions taken by the senior management of the company created several challenges and issues. Therefore, in the end, it can be said that in the case of Jet Airways organisational culture had a negative impact on its organisational success.

5. Conclusion and Recommendation

Organisational culture can be summarised as an important aspect for an organisation because it includes essential values, policies and business procedures of carrying out several activities as well as various other psychological features. Organisational culture is found to have a deep impact on the performance of employees as well as determines the quality of products and services offered by the company. It has been evaluated that there is a strong correlation between organisational culture and employee performance. It has been analysed that leadership principles carried out by the senior managers as well as the established company policies and standards

have a huge impact on the internal environment of the company. Different aspects about organisational culture have demonstrated that when senior managers have a strong relationship with their employees, the overall organisation is able to witness greater efficiency and performance.

Along with this, several theories and models that have been discussed above have highlighted the fact that there are various dimensions associated with the organisational culture. It all depends upon the way senior managers treat the employees or engage with them determines the overall working conditions in the company. It has been found that in organisations where male individuals are given more preference has a different culture, while organisations having more number of female candidates have a different culture. In addition to this, several studies have shown that external factors also have a huge impact on the internal environment of the company. For instance, it has been studied that both regional as well as national factors have a huge influence on organisational culture. Some of the important strategies that are often used by the senior managers to improve their existing organisational culture include providing greater flexibility to employees so as to make sure that they work independently. In addition to this, it has been explored that senior managers also focus on improving the internal communication channels to make sure that employees are aware about the corporate culture, expectations of the senior managers as well as goals and objectives of the company. It has often been found that having appropriate communication channels between employees and employers can greatly influence the overall performance of the company.

While considering the scenario of Jet Airways, it has been found that the appropriate organisational culture prevailing in the company had a huge amount of negative influence on all its decisions and strategic directions. It has been evaluated in the above study that senior managers did not manage to choose appropriate directions for the company. It has been argued that several times senior managers failed to perceive the necessary requirements of the employees as well as ignored the need of appropriate communication channels in the company. Senior managers were more interested in international expansion as well as improving the profitability. However, it has been learnt that senior management forgot to focus on meeting the needs of their customers as well as their employees, rather, focusing on aggressive plans to gain more market share in the industry.

Several inappropriate decisions undertaken by the company depleted its financial strength, leading the entire organisation towards huge debt. Major factors that have been identified that influenced the organisational culture of the company include its business nature, leadership principles and company policies. It has been evaluated that the aviation sector is highly vulnerable to fluctuating oil prices as well as decline in the currency value. Both these factors had an adverse impact on the organisational environment of Jet Airways. Considering the leadership aspect, it has been evaluated that the majority of the power and control was managed by the top level senior management, while the opinion and ideas of employees were ignored. On analysing the company policies and standards, it has been identified that senior managers followed an ineffective approach towards managing its workforce. Absence of proper communication channels in the company had an adverse impact on quality of products and services offered by the company. From the above study, it has been evaluated that a negative organisational culture can lead organisations towards difficult times, and can even result in complete shutdown of business operations.

Linking to research objective 1

It has been evaluated that the organisational culture of Jet Airways included high levels of centralised power and authority over decision making. It has also been learnt that top level senior managers were involved in the entire decision making, while they had least amount of attention in gaining employee feedback and opinions. The first objective of this research study has been accomplished, since; the researcher has managed to outline the major aspects about the organisational culture that existed in Jet Airways. Several studies have been evaluated to understand the organisational culture that existed in the company. Based on investigations, it has been found that senior managers were highly concentrated on external aspects of the business operation, rather, than focusing on the internal matter of the company. Senior managers did not focus on establishing long-term relationships with their employees; rather, employees were treated just as a medium to get things done for the business.

Linking to research objective 2

While considering the factors that influence the overall performance of Jet Airways, it has been evaluated that there were both internal as well as external factors that affected the overall outcome. On investigation, it has been found that frequent changes in the external factors such

as oil prices and declining value of currency highly influenced the overall performance of the company. Asia is one of the largest oil importers in the entire world; and India is one of the largest developing countries, which has a huge demand for oil. Therefore, all the airline companies operating in the Indian soil are dependent upon the oil that is imported from other countries. However, due to declining value of Indian currency as well as rising prices of oil, during the year, 2018, highly worsened the entire situation for Jet Airways. Along with this, it has been evaluated that poor communication channels, large scale employee lay off, and pay cuts, had adversely affected the internal working environment. Poor communication channels within the company resulted in inappropriate transfer of information and messages between employers and employees. All these factors combined together resulted in poor performance and huge losses.

Linking to research objective 3

While assessing the impact of organisational culture on organisational performance, it has been evaluated that a negative organisational culture is bound to bring negative outcomes and results for a company. In the case of Jet Airways, a similar situation has been observed. During the early years of the business, senior managers were highly optimistic about their future prospects and business growth, however, lack of proper understanding about organisational culture and ineffective management of the workforce resulted in a complete disruption of business operations. Jet Airways, which was once considered as the second largest airline company in the Indian aviation sector, reported bankruptcy in the year 2019, following an insolvency process.

Considering the issues and challenges that have been identified in the case of Jet Airways, few recommendations have been highlighted in the section below that will help senior managers in other companies to avoid such situations from taking place in their organisations, these include:

- Several studies have been conducted to analyse the importance of communication within an organisation and it has been confirmed that all individuals have a strong desire to be involved in a meaningful work that provides them with a significant amount of experience and purpose (Groysberg *et al.*, 2018). Therefore, it is the necessity for the senior managers in the company to focus on providing a sense of purpose to each activity and business operation so that employees perceive them to be more important than ever. It has been concluded through various studies that when people believe their work to be

important, they tend to be more engaged and motivated to complete the task. Therefore, the senior managers in organisations should ensure that proper communication is followed while dealing a new project or task with employees. In addition to this, senior managers should focus on infusing a sense of purpose into their workforce as well as build positive meaning associated with it (Hickman, and Silva, 2018). This will help to cultivate a positive working atmosphere within the company where all the employees are highly dedicated and committed towards their work.

- In all organisations, there are various departments associated with specific projects and tasks, such as human resource, marketing, accounting and sales, finance and various other areas. However, all the departments in a business require teamwork or group activities, since, all the business operations cannot be carried out by a single individual. Thus, it has been found that when senior managers promote team work or cohesion between team members in a group, the overall performance of the team as well as the organisation is found to increase (Sullivant, 2016). Senior managers need to change their perception about their employees; they should perceive them as an integral member of the team, rather, than considering them as simply groups of other people working in the company. This kind of strong shift in the mentality of the senior managers can create a huge positive impact in the organisational culture. It has been found that organisations where more number of people is unified together are able to bring enormous difference in the overall results.

References

Afrasiabifar, A. and Zarei, R., 2017. The Relationship between Organizational Culture Based on Hofstede Model and Personality Assassination among Educational Staff in Yasuj University of Medical Sciences in 2017. *Middle East Journal of Family Medicine*.

Ahuja, V. and Alavi, S., 2018. Using Facebook as a Digital Tool for Developing Trust amongst Consumers using Netnography and Social Media Analytics: A Study of Jet Airways. *Journal of Relationship Marketing*, 17(3), pp.171-187.

Aithal, P.S., 2017. ABCD Analysis as Research Methodology in Company Case Studies. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 2(2), pp.40-54.

Al Nahyan, M.T. and Abdel All, S.F., 2017. Key enablers of effective implementation of TQM in Royal Jet Airways. *Advances in Decision Sciences*, 2017.

Anitha, J., 2016. Role of Organisational Culture and Employee Commitment in Employee Retention. *ASBM Journal of Management*, 9(1).

Arora, D. and Ravi, S., 2019. Issues and Challenges of Indian Aviation Industry: A Case of Jet Airways. *Review of Management*, 9.

Attia, M. and Edge, J., 2017. Be (com) ing a reflexive researcher: a developmental approach to research methodology. *Open Review of Educational Research*, 4(1), pp.33-45.

Banerji, D., Mukherjee, P. and Siroya, N., 2016. Case Study-Soaring into the High Skies. *Available at SSRN* 2873325.

Bardell, N.S. and Ashton, M.J., 2018. Some issues affecting potential stakeholder uptake of sustainable aviation fuel within Australia: a case study conducted at Darwin International Airport. *Australian Journal of Mechanical Engineering*, pp.1-13.

Bradley, E.H., Brewster, A.L., Fosburgh, H., Cherlin, E.J. and Curry, L.A., 2017. Development and psychometric properties of a scale to measure hospital organizational culture for cardiovascular care. *Circulation: Cardiovascular Quality and Outcomes*, 10(3), p.e003422.

Brenyah, R.S. and Obuobisa-Darko, T., 2017. Organisational culture and employee engagement within the Ghanaian public sector. *Review Pub Administration Manag*, 5(233), p.2.

Bresler, L. and Stake, R.E., 2017. Qualitative research methodology in music education. In *Critical Essays in Music Education* (pp. 113-128). Routledge.

businesstoday.in (2020) The rise, the fall and the challenges of Jet Airways. Available at: <https://www.businesstoday.in/sectors/aviation/the-rise-the-fall-and-the-challenges-of-jet-airways/story/335811.html> (Accessed: 21 May 2020).

Chen, F., 2016. A study on impact of organisational culture on company performances in Singapore shipping industry.

Chen, Z., Huang, S., Liu, C., Min, M. and Zhou, L., 2018. Fit between organizational culture and innovation strategy: Implications for innovation performance. *Sustainability*, 10(10), p.3378.

Clandinin, D.J., Cave, M.T. and Berendonk, C., 2017. Narrative inquiry: a relational research methodology for medical education. *Medical Education*, 51(1), pp.89-96.

Clark, P., 2017. *Buying the big jets: fleet planning for airlines*. Taylor & Francis.

Cuervo-Cazurra, A., Mudambi, R., Pedersen, T. and Piscitello, L., 2017. Research methodology in global strategy research. *Global Strategy Journal*, 7(3), pp.233-240.

Dasgupta, D. and Sahai, A.K., 2019. Impact of Organisational and Psychological Factors on the Job Satisfaction of Professors in Private Universities in India. *research journal of social sciences*, 10(6).

do Carmo Silva, M. and Gomes, C.F.S., 2019. ALIGNED PROJECT MANAGEMENT PRACTICES TO ORGANIZATIONAL CULTURE TYPOLOGIES. *Annals of the Faculty of Engineering Hunedoara*, 17(3), pp.41-52.

Eisend, M., Evanschitzky, H. and Gilliland, D.I., 2016. The influence of organizational and national culture on new product performance. *Journal of Product Innovation Management*, 33(3), pp.260-276.

Feldman, S., 2019. CROSS-CULTURAL LEADERSHIP AND ORGANIZATIONAL CULTURE: A SOUTH AFRICAN PERSPECTIVE. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 3(2).

Fletcher, A.J., 2017. Applying critical realism in qualitative research: methodology meets method. *International journal of social research methodology*, 20(2), pp.181-194.

Fullwood, R. and Rowley, J., 2017. An investigation of factors affecting knowledge sharing amongst UK academics. *Journal of Knowledge Management*.

García-Fernández, J., Martelo-Landroque, S., Vélez-Colon, L. and Cepeda-Carrión, G., 2018. An explanatory and predictive PLS-SEM approach to the relationship between organizational

culture, organizational performance and customer loyalty. *Journal of Hospitality and Tourism Technology*.

Gochhayat, J., Giri, V.N. and Suar, D., 2017. Influence of organizational culture on organizational effectiveness: The mediating role of organizational communication. *Global Business Review*, 18(3), pp.691-702.

Goldberg, S.B., Tucker, R.P., Greene, P.A., Simpson, T.L., Kearney, D.J. and Davidson, R.J., 2017. Is mindfulness research methodology improving over time? A systematic review. *PloS one*, 12(10).

Groysberg, B., Lee, J., Price, J. and Cheng, J., 2018. The leader's guide to corporate culture. *Harvard Business Review*, 96(1), pp.44-52.

Hickman, C.R. and Silva, M.A., 2018. Creating excellence: Managing corporate culture, strategy, and change in the new age. Routledge.

Humphries, B., 2017. Re-thinking social research: anti-discriminatory approaches in research methodology. Routledge.

JAFARI, M.B. and AMIRNEJAD, G., 2017. The Effect of Organizational Culture (Hofstede's Model) on Creativity.

Jarrah, M.A.A., Hadi, W.E., Karadsheh, L. and Alhawari, S., 2020. A model for measuring the direct and indirect impact of organisational culture factors and knowledge-sharing on the success of employee performance (field study in Jordanian Islamic banks sector). *International Journal of Management Practice*, 13(1), pp.103-128.

Jermias, J., Gani, L. and Juliana, C., 2018. Performance Implications of Misalignment Among Business Strategy, Leadership Style, Organizational Culture and Management Accounting Systems. *Leadership Style, Organizational Culture and Management Accounting Systems (January 9, 2018)*.

Jones, S. and Chauhan, P., 2019. Leadership in Crisis–Insights from India and Abroad. *Effective Executive*, 22(3), pp.7-13.

Jory, S., Benamraoui, A., Tunahan, H. and Çitçi, U.S., 2019. A Critical Examination of Etihad Airways Equity Alliance Strategy using a Case Study Approach. *Available at SSRN 3328520*.

Kawiana, I.G.P., Dewi, L.K.C., Martini, L.K.B. and Suardana, I.B.R., 2018. The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. *International research journal of management, IT and social sciences*, 5(3), pp.35-45.

Kolte, A., Sangvikar, B.V., Shettigar, K.T. and Joy, K.F., 2019. Exploring the Socio-Economic and Technological Situation of Indian Aviation Industry. *Academy of Marketing Studies Journal*.

Kraśnicka, T., Głód, W. and Wronka-Pośpiech, M., 2018. Management innovation, pro-innovation organisational culture and enterprise performance: testing the mediation effect. *Review of managerial science*, 12(3), pp.737-769.

Kumar, R., 2019. Research methodology: A step-by-step guide for beginners. Sage Publications Limited.

Ledford, J.R. and Gast, D.L., 2018. Single case research methodology: Applications in special education and behavioral sciences. Routledge.

Lee, J.C., Shiue, Y.C. and Chen, C.Y., 2016. Examining the impacts of organizational culture and top management support of knowledge sharing on the success of software process improvement. *Computers in Human Behavior*, 54, pp.462-474.

Lee, J.Y., Gowen III, C.R. and McFadden, K.L., 2018. An empirical study of US hospital quality: Readmission rates, organizational culture, patient satisfaction, and Facebook ratings. *Quality Management Journal*, 25(4), pp.158-170.

Malhotra, A. and Mittal, A., 2018. Airlines and antitrust issues in India-A legal analysis. *VIDHIGYA: The Journal of Legal Awareness*, 13(1), pp.5-16.

Mansouri, A.A.A., Singh, S.K. and Khan, M., 2018. Role of organisational culture, leadership and organisational citizenship behaviour on knowledge management. *International Journal of Knowledge Management Studies*, 9(2), pp.129-143.

- Mohajan, H.K., 2018. Qualitative research methodology in social sciences and related subjects. *Journal of Economic Development, Environment and People*, 7(1), pp.23-48.
- Nagpal, R. and Saranga, H., 2017. The evolution of Indian civil aviation. In *Air Transport Liberalization*. Edward Elgar Publishing.
- Nasaireh, M.A., Abdullah, A.H. and Obeidat, K.A., 2019. The Effect of Organizational Culture Dimensions on Organizational Development in Jordanian Public Universities. *INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS AND SOCIAL SCIENCES*, 9(1).
- Nasaireh, M.A., Abdullah, A.H. and Obeidat, K.A., 2019. The Relationship Between Cultural Types According to Handy's Model and Organizational Structure in Jordanian Public Universities. *INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS AND SOCIAL SCIENCES*, 9(1), pp.973-985.
- Nazarian, A., Atkinson, P. and Foroudi, P., 2017. Influence of national culture and balanced organizational culture on the hotel industry's performance. *International Journal of Hospitality Management*, 63, pp.22-32.
- Novak, J., Brunetto, Y., Shacklock, K., Farr-Wharton, B. and Brown, K., 2017. Do effective workplace relationships with management and an effective maintenance culture affect organisational safety outcomes?. *Reliability Engineering and System Safety Journal*.
- Nusari, M., Al Falasi, M., Alrajawy, I., Khalifa, G.S. and Isaac, O., 2018. The impact of project management assets and organizational culture on employee performance. *International Journal Of Management And Human Science*, 2(3), pp.15-26.
- Ogbeibu, S., Senadjki, A. and Gaskin, J., 2018. The moderating effect of benevolence on the impact of organisational culture on employee creativity. *Journal of Business Research*, 90, pp.334-346.
- Ørngreen, R. and Levinsen, K., 2017. Workshops as a Research Methodology. *Electronic Journal of E-learning*, 15(1), pp.70-81.
- Padhi, P., 2017. Organisational culture and employee performance. *International Journal of*.

- Page, D., Gilroy, M., Hurriion, E., Clark, L. and Wilkinson, S., 2017. Optimising early neonatal nutrition using translational research methodology. *Nutrition & Dietetics*, 74(5), pp.460-470.
- Pietersen, C., 2017. Organizational culture: a foundational perspective. *African Journal of Economic and Management Studies*.
- Pučėtaitė, R., Novelskaitė, A., Lāmsā, A.M. and Riivari, E., 2016. The relationship between ethical organisational culture and organisational innovativeness: Comparison of findings from Finland and Lithuania. *Journal of business ethics*, 139(4), pp.685-700.
- Ramanchi, R., Mehta, S. and Vadera, M., 2017. Equity research and valuation: Jet Airways. *Emerald Emerging Markets Case Studies*.
- reuters.com. (2020) *Company Profile for \${Instrument_CompanyName}, IN*. Available at: <https://in.reuters.com/finance/stocks/company-profile/JET.BO> (Accessed: 13 May 2020).
- Rossi, M., Kolte, A., Festa, G., Pawar, P. and Gunardi, A., 2019, September. Financial Structure Instability as Failure Symptom in the Aviation Industry-The Jet Airways Bankruptcy Case. In *12th Annual Conference of the EuroMed Academy of Business*.
- Rudes, D.S., Kras, K.R., Meyer, K.S. and Magnuson, S., 2017. Implementation uptake: Organisational factors affecting evidence-based reform in community corrections in the United States. *Evidence-based skills in criminal justice: International research on supporting rehabilitation and desistance*, pp.79-96.
- Sahu, S., 2018. Study of mergers & acquisitions in Indian airline industry: A case study of Jet Airways Ltd. *International Journal of Management, IT and Engineering*, 8(3), pp.23-37.
- Samuel, O., 2018. *The effects of trustworthiness on the impact of organisational culture on employee creativity: The Nigerian manufacturing industry* (Doctoral dissertation, UTAR).
- Sarkar, S., 2017. Sentiment Analysis in Twitter: A Case Study in the Indian Airline Industry. *International Journal of Data Mining And Emerging Technologies*, 7(2), pp.92-96.
- Setyaningrum, R.P., 2017. Relationship between servant leadership in organizational culture, organizational commitment, organizational citizenship behaviour and customer satisfaction.

Shaw, D., 2016. The power of commitment and the shadow of bureaucracy: factors affecting organisational culture in UK defence equipment and support, 2008-2014.

Solanki, K., 2019. 'To what extent does Amazon. com, Inc success be accredited to its organizational culture and ND Jeff Bezos's leadership style?. *Archives of Business Research*, 7(11), pp.21-40.

statista.com (2020) *India - Jet Airways financial performance 2018 | Statista* . Available at: <https://www.statista.com/statistics/587559/financial-performance-jet-airways/> (Accessed: 13 May 2020).

Suchyadi, Y., 2017. Relationship between Work Motivation and Organizational Culture in Enhancing Professional Attitudes of Pakuan University Lecturers. *JHSS (JOURNAL OF HUMANITIES AND SOCIAL STUDIES)*, 1(1), pp.41-45.

Sullivant, J., 2016. Building a Corporate Culture of Security: Strategies for Strengthening Organizational Resiliency. Butterworth-Heinemann.

Tikku, A. and Sherman, H., 2019. The Shut Down of Jet Airways. *Global Journal of Economics and Finance; Vol, 3(3)*.

Tomic, B., Spasojević Brkić, V., Karapetrovic, S., Pokrajac, S., Milanović, D.D., Babić, B. and Djurdjevic, T., 2017. Organizational culture, quality improvement tools and methodologies, and business performance of a supply chain. *Proceedings of the institution of mechanical engineers, Part B: Journal of Engineering Manufacture*, 231(13), pp.2430-2442.

Ugrin, J.C., Pearson, J.M. and Nickle, S.M., 2018. An examination of the relationship between culture and cyberloafing using the hofstede model. *Journal of Internet Commerce*, 17(1), pp.46-63.

Upadhyay, R.K., 2019. Management and Regulators Failed Jet Airways. *Available at SSRN 3500312*.

Venable, J.R., Pries-Heje, J. and Baskerville, R., 2017. Choosing a Design Science Research Methodology. In 28th Australasian Conference on Information SystemsIEEE/ACIS International Conference on Computer and Information Science. University of Tasmania.

Wijayanti, A.I., Hernawati, S. and Puspitaningtyas, Z., 2018. The Influence of Organizational Culture on Performance through Employee Work Motivation. *Health Notions*, 2(5), pp.554-557.

Willis, C.D., Saul, J., Bevan, H., Scheirer, M.A., Best, A., Greenhalgh, T., Mannion, R., Cornelissen, E., Howland, D., Jenkins, E. and Bitz, J., 2016. Sustaining organizational culture change in health systems. *Journal of health organization and management*.

Wu, L.F., Huang, C., Huang, W.C. and Du, P.L., 2019. Aligning organizational culture and operations strategy to improve innovation outcomes. *Journal of Organizational Change Management*.