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A Critical Conceptualisation of Leadership And Organisational Change: The Case of Royal Jordanian Airline

A handwritten signature in blue ink, appearing to read 'Basil Obeidat'.

By

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Dedication

My wife and children are dear to me. They have supported my ambition to become a qualified researcher. I am grateful for all their love and support.

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This research work has been possible with the expert direction and support provided by my Director of Studies Professor Tom Baum. Dr Austin Chakaodza provided the know-how guidance necessary to undertake PhD level research. I am grateful to them both, thank you. I should mention Professor Don Harper and Sheku Fofanah and the PhD Administration team who guided me through all the paperwork.

Abstract

This present thesis is based on the critical conceptualisation of the leadership and the organisational change. Leadership is an action of the leading group of the people and company. It is a practical skill and research area that encompassing the ability of a person or company to lead other people in, team and firm. The organisational change is about the procedure of changing processes, culture, strategies and technologies of the company. It is a process under which a company make changes in its working methods and aim effectively, investigating the leadership style of the top management executives, including the Chief Executive Officer of Royal Jordanian airline to understand the factors that influence organisational cultural change within the company. There have been few studies of the Middle-Eastern situation that treats organisational cultural change in the development of an organisation in terms of the values of the company. What leadership is and what leaders do within the context of organisations based in the Middle-Eastern region deserve deeper investigation and analysis. The researcher has developed a conceptual framework and a set of propositions to analyse the relationship between leadership, organisational change and effective organisational performance. The aim is to convey the aspiration of developing a theoretical contribution to knowledge about leadership and organisational change as mediated by Arab cultural traits by investigating the case of leadership in the Royal Jordanian airline.

The main of this report is to analyses the concept of leadership and organisational change. Owing to this, leadership plays a necessary role in making changes in the organisation. The main role of organisational culture change through to leadership of Royal Jordanian airline to improve the performance of the company has been taken into consideration. Leadership plays a necessary role in improving the performance of staff members and the organisation.

A mixed methods research methodology was adopted involving descriptive statistics and in-depth interviews. The particular and unique context of leadership can be explained well using descriptive statistics because of the breadth of coverage such statistics provide and also because they portray

the context well. Questionnaires were distributed to 200 employees of the Royal Jordanian airline. In-depth interviews were chosen in order to investigate the meaning that leaders attach to their actions and help to elaborate on the cultural context in which organisational change for better performance was being pursued at Royal Jordanian airline. Interviews were held with top management executives of the company. The results of both the questionnaires and interviews provided insights into the leadership approaches and consequent operations of the Royal Jordanian Airline. Changing organisational culture is the problematic task confronting leaders and managers of the airline, and the findings show that successful leaders who can deliver change in their organisations are those with varied attributes. There is indeed a correlation or link between leadership style, organisational cultural change and organisational performance. The competitive environment necessitates a better understanding of how an organisations culture affects its organisational performance.

It has been concluded that leadership and organisational change both help increase the performance of the company. Moreover, the firm includes its staff members in the process of the change so that they cannot feel demotivated and focus on attaining the set target. The Royal Jordanian airline adopts different types of leadership styles such as leadership, cross-culture leadership and situational leadership which influence on the organisational change culture.

Table Of Contents

Dedication.....	i
Acknowledgements	ii
Abstract	iii
Table Of Contents	v
List Of Tables And Diagrams	xiii
Chapter 1: Introduction	1
1.1 Introduction	1
1.1.1 Leadership.....	5
1.1.2 Analysis Of Leadership.....	9
1.2 Rationale Of The Study.....	10
1.3 Scope Of Study	11
1.4 Background Study	12
1.5 Problem Statement	17
1.5.1 Research Aims And Objectives	22
1.5.2 Objectives	25
1.5.3 Research Questions.....	25
1.6 Contribution Statement	26
1.7 Organisation Of The Dissertation	27
1.8 Conclusion.....	28

Chapter 2 Literature Review	29
2.1 Introduction	29
2.2 Leadership Of Organisational Culture: A Theoretical Framework	34
2.3 Recognising Role Of Leadership In Managing Change.....	36
2.4 Models Of Leadership Styles	38
2.4.1 Model Of The Modern Perspective Of Leadership Environment.....	40
2.4.2 Global Leadership Theory.....	41
2.4.3 Interpersonal Skills.....	43
2.5 Transformational Leadership And Organisational Cultural Change.....	45
2.5.1 Transformation Leadership.....	46
2.5.2. Leadership In Jordan.....	46
2.6 Culture, Organisational Culture And Organisational Cultural Change.....	49
2.7 Field Of Study.....	51
2.7. 1 Changes At The Royal Jordanian Airline.....	55
2.8 Problematisation Of Royal Jordanian Study	61
2.9 Cultural Web Of The Royal Jordanian Airline	66
2.9.1. Stories.....	66
2.9.2. Rituals And Routines.....	67
2.9.3. Symbols	67
2.9.4. Organisational Structure.....	68

2.9.5 Control Systems.....	68
2.9.6 Power Structures.....	68
2.9.7 The Paradigm.....	69
2.9.8 Tribal Culture In Jordan.....	69
2.10 Problems Caused By Tribal Culture On Rj's Performance	70
2.10.1 Lack Of Transparency.....	71
2.10.2 Effects Of Tribal Culture On Rj Operations.....	71
2.10.3 Domination Of Senior Management.....	72
2.11 Barriers To Change In Rj's Culture.....	72
2.11.1 Lack Of Discipline.....	73
2.11.2 Lack Of Harmony And Cohesion.....	73
2.11.3 Tribal Leadership And Its Effects On The Performance Of The Organisation.....	74
2.11.4 Decision-Making Skills In Complicated Circumstances	74
2.11.5 Commitment Level.....	75
2.11.6 Sponsor Of Changes	75
2.11.7 Increasing Bureaucracy.....	76
2.11.8 Effects Of Wasta And Tribal Culture In The Royal Jordanian	77
2.11.9 Neutralizing The Affection Of Wasta And Tribal Culture In Royal Jordanian	78
2.11.10 Incentives And Motivation	78
2.11.11 Employee Involvement.....	79
2.11.12 Increasing Training And Development Program	79

2.11.13 Performance Management.....	80
2.11.14 Performance Management In Royal Jordanian.....	81
2.12 Focal Constructs	82
2.13 Conclusion.....	82
Chapter 3: Conceptual Framework.....	84
3.1 Introduction.....	84
3.2 Meeting The Research Aim And Objectives	89
3.3 Developing The Conceptual Framework	90
3.3.1 Deriving Constructs From Available Theory.....	92
3.3.2 cross-Cultural Leadership Theory	94
3.3.3 problems And Prospects Or Organisational Cultural Changes In Royal Jordanian Airline.....	96
3.4 Motivation	97
3.5 Training And Development.....	97
3.6 Conceptual Framework	98
3.7 Operationalisation Of Concept	102
3.7.1.Study Setting And Data Instruments.....	103
3.7.2 Theoretical Underpinning.....	105
3.8 Conclusion.....	106
Chapter 4: Research Methodology.....	108
4.1 Introduction	108

4.2 Research Philosophy.....	109
4.3 Research Design	113
4.3.1 Research Logic.....	116
4.4 The Case Study Strategy.....	119
4.4.1 Cross-Sectional Design.....	121
4.4.2 The Credibility Of Research Findings.....	122
4.5 Data Collection And Analysis Methods.....	123
4.5.1 Secondary Sources	127
4.5.2. Primary Sources.....	128
4.5.3 Descriptive Statistics Data.....	132
4.5.4 Qualitative Data Analysis.....	133
4.5.5 Descriptive Statistics Data Analysis.....	135
4.6 Research Ethics	135
4.7 Conclusion And Limitations.....	137
Chapter 5: Findings And Descriptive Data Analysis	140
5.1 Introduction	140
5.2 Leadership And Organisational Change	143
5.3 Leadership And Motivation	146
5.4 Leadership Qualities	150
5.5 Organisational Change.....	159

5.6 Discussion Of Literature Review.....	168
5.7 Conclusion.....	169
Chapter 6: Findings And Qualitative Data Analysis	170
6.1 Introduction.....	170
6.2 Interview With The Executive Assistant To Ceo For Strategy.....	171
6.2.1 Interview With The Head Of Training.....	172
6.2.2 Interview With The Head Of Customer Service.....	174
6.2.3 Interview With The Head Of Quality Department.....	175
6.2.4 Interview With The Chief Executive Officer (Ceo) Of Royal Jordanian Airline	178
6.3 Themes Emerging.....	181
6.4 Conclusion	183
Chapter 7: Conclusion, Contribution, And Recommendation.....	185
7.1 Introduction	185
7.2 Contribution	186
7.3 A Reflection Of The Literature.....	189
7.4 Reflection On The Aims And Objectives	190
7.5 Analysis And Implications.....	191
7.6 Limitations Of The Study	192
7.7 Recommendations.....	192
References.....	194

Appendix 1	209
Royal Jordanian Airline And Industry Analysis	209
1.1 Company Overview	209
1.2 Royal Jordanian Airline And The Role Of Information Technology.....	211
1.3 Royal Jordanian Airline And Competition	213
1.3.1 Porter's Five Forces Model.....	215
1.3.2 Sustainability Of Competitive Advantage	217
1.3.3 Swot Analysis	219
1.3.4 Royal Jordanian Airline And Operations Issues	221
1.3.5 Environmental Performance, Safety And Security Considerations	224
1.4 Quality And Customer Care Management.....	229
1.4.1 Customer Satisfaction Model.....	232
1.5 Royal Jordanian's Strategy For Growth	232
1.5.1 Royal Jordanian Airline Strategic Vision	234
1.5.2 Five –Year Plan.....	235
1.5.3 Royal Jordanian's Strategic Management Style.....	236
Appendix 2	239
Memorandum Of Understanding	239
Appendix 3	242
Royal Jordanian Airline Achieves Quantum Leap With Jd21m Net Profit In 2015.....	242

Appendix 4.....	245
Interview Questions With Management.....	245
Appendix 5.....	247
Survey Questions.....	247

List Of Tables And Diagrams

The Theoretical Model Of The Leadership Process	39
Model Of The Modern Perspective Of Leadership	40
The Global Leadership - Learning Pyramid	42
CEO Ability Structure	52
Forces Driving Organisational Change	100
The Phenomenological And Positivistic Approach	110
Inductive Approach	117
Deductive Approach	118
Types Of Case Studies	120
Research Design And Stage Of Data Collection And Analysis	125
Methods Of Data Collection	127
Details Of Interviewees	132
Cross-Tabulation Of Responses With Emerging Themes	182
Royal Jordanian Airline Fleet	210

Net Profits Ration In Royal Jordanian Airlines (Amount In Thousands JD).	212
Porter's Five Forces Model	215
Source Of Sustainable Competitive Advantage	218
Total Emission From Air And Ground Operations Of Royal Jordanian Airline Fleet At, QAIA	226
Quantities Of Chemicals Used By Cabin Appearance (C/A) During 2009 And Tons Of CO ₂ Emissions Produced	227
Pyramid Model Of Customer Satisfaction	231

CHAPTER 1: INTRODUCTION

1.1 Introduction

Current issues in leadership studies include particular accounts of leadership in context rather seeking universal leadership principles (House et al., 1997; Dorfman 1996; Den Hartog et al., 1999; Dickson et al., 2003). While universal leadership principles are still relevant, accounts of leadership shaped by particular culture provide culture-specific theories about leadership (Den Hartog et al., 1999; Hofstede, 2001; Javidan et al., 2006; Dorfman et al., 2012) and enable better generalisation about leadership (Crede et al., 2019). This research focused on the effect of the particular Jordanian Arab culture on the leadership of Royal Jordanian airline. Leadership in the Jordanian Arab culture is interesting because though it is rooted in Arab culture, it is essentially cross-cultural leadership. The Jordanian Arab culture is bounded by Western ideas and values of leadership influences leaders in Royal Jordanian airline through their education, loyalty to King and country, loyalty to tribe and triable favouritism and *wasta* – the tradition of favouring particular people. In this context, an account of leadership in Royal Jordanian airlines to change organisational culture in order to improve performance makes a contribution to understanding leadership in context and contributes to research specific impacts of national culture on leadership (Dickson et al., 2003).

Leadership is an ability of person and group of people to influence as well as guide the team members in an organisation. In business, leadership is the capacity of management of the firm to set and also attain the goals, outperform the competition, take fast decision etc. Leaders are found and needed in society, from business to politics etc. Leadership is all about influencing people through what you say and do. Leadership is a process through which executives can guide, influence and direct work and behaviour of the other persons towards attaining particular objectives in a given situation. It is an ability of manager in

order to induce subordinates to work with proper zeal and confidence. Leadership and organisational change are explained as critical for the survival of a company (Dixon, 2013; Mokhber et al., 2015; Engelen, 2014; Mencl et al., 2016). A leader's ability to envision the required organisational transformation and to execute it through effective communication is considered a defining trait of a transformational leader (Yasin Ghadi and Fernando, 2014; Northouse, 2015). A transformational leader is defined as: "the process through which leaders and followers help each other to advance to a higher level of morality and motivation" (Burns, 1979, p. 21). This requires promoting followers' creativity, as Eisenbeiß and Boerner (2013) found in their study. In this, there is a main focus on the leadership because if leaders work with the team to understand the reason for the change and properly guide them. The main reason for using this leadership is that it serves to increase morale, motivation and the performance of employees by which they can focus on attaining the specific objectives. On the other hand, leader and leadership both are not interchangeable because a leader is person-oriented. On the other hand, leadership is an overall combination of skills, abilities, knowledge. Both aspects are different from each other.

Organisational culture can be a disturbing 'noise' in the effective communication of a planned organisational transformation. Organisational culture has been defined variously by theorists. Rosauer (2013) states that organisational culture is an actionable definition. He defined it as: "Organisational culture is an emergence – an extremely complex incalculable state that results from the combination of a few simple ingredients." (p.13) Rosauer identifies three aspects of organisational culture that can be managed. Employee focus on engagement, focus on eliminating waste increasing value and waste and focus on customer likelihood of referral. He argues that transformational leaders need to bring together leadership, employees and customers together to focus on quality, resulting in an improvement in organisational culture and brand. A transformation leader is capable of affecting the required cultural change to achieve better organisational performance. Though the relationship between organisational culture and organizational change is

studied by researchers (Burnes et al., 2016; Higgs and Dulewicz, 2016; Paulsen et al., 2013), there is no agreement on the exact nature of this interrelationship, and more pertinently what and how organisational culture change is achieved.

Theoretical understanding is further complicated by the effect of national culture on organisational culture change and organisational performance arising from organisational change. Studies of national culture as cultural dimension theory have concluded that there is an impact of national culture on organisational performance (Hofstede et al., 1991; Hofstede, 1983). National culture defines the type of organisational culture and its impact on productivity (Hofstede, 1994; Hofstede, 1983; Hofstede et al., 1991). The original study of the effect of national culture on organisational performance by Hofstede (1983) concluded that national culture needs to be considered in determining organisational performance. Since the original study by Hofstede (1983), there have been empirical studies of the effect of national culture on organisational operations and performance (Hofstede, 1983; Hofstede, 1984; Hofstede, 1994; Hofstede, 2001). However, the relationship between leadership and national culture and changing organisational culture has received little attention. A search of the extant literature did not reveal specific studies on this tripartite relationship (see Chapter 2).

So, in this research, the leadership of Royal Jordanian airline was investigated to explain how the current leadership of the company is attempting to generate more revenue and make the company more efficient by introducing organisational culture change. This organisational cultural change can be described as transforming the organisation or 'organisational transformation' (Levene, R. J., & Braganza, A. (1996). Francis, 2003; Waddell et al., 2013) to deliver improved and efficient organisational performance. The role of leadership is critical in both envisioning the strategic change required to deliver better results for stakeholders and in managing the company to deliver it. Such management requires a leader to affect organisational cultural change. The management of the delivery of better organisational performance entails requisite organisational cultural change or organisational transformation.

Current explanations of organisational transformation focus on leadership, personal traits, and power, among others as units of analysis. While these analytical units explain some aspects of leadership, organisational culture, organisational change and performance, they do not account for unique factors that can be found in particular national cultural settings. The purpose of this study is to develop a conceptualisation of leadership and organisational culture change based on an empirical analysis of Royal Jordanian airline that reflects Arabian cultural traits in the case of leadership in the Royal Jordanian airline company. Previous studies have examined Arabian leadership (Al-Jafary and Hollingsworth, 1983; Al-Jafary et al., 1989; Almutairi, 2013; Aboyassin and Abood, 2013). However, such studies assume the cultural contexts of the USA and the UK.

Consequently, they do not account for the radical and fundamental organisational cultural change of the type that the leadership of Royal Jordanian airline need to affect in order to deliver improved organisational performance. Therefore, the aim is to understand theoretically the factors that influence and directly affect organisational cultural change within the company and the role of leadership in affecting such organisational change or organisational transformation. There have been several studies in leadership styles, types and systems designed to give a better understanding of leadership roles that contribute towards the improvement of organisational performance. There is postulated in the literature a link between leadership style and organisational performance (Thomas, 1988; Yammarino, 1993; Dionne et al., 2004; Wang, 2014). However, there have been few studies in particular of the Middle-Eastern situation and, especially leadership in companies, that treats organisational cultural changes as being important in the development of an organisation in terms of the values of the company. Organisations constantly attempt to adapt in order to survive in this competitive global environment.

However, changing organisational culture is the problematic task confronting leaders and managers, and successful leaders who can affect changes in their organisations are those with varied attributes indicating leadership. There is indeed a correlation or link between

leadership style, organisational cultural change and organisational performance (Dionne et al., 2004; Wang, 2014). Therefore, it can be argued that the modern global competitive environment necessitates a better understanding of how an organisation's culture affects its organisational performance.

1.1.1 Leadership

Leadership is recognised as the art of influencing and directing people in a manner that wins their confidence, respect and enthusiastic co-operation in achieving a common objective (Northouse, 2015). Leadership is an art of a motivating group of the people in order to act towards attaining the common objectives. In business, leaders direct their workers with a strategy for meeting with the needs of the firm. There is a need for leadership to have the proper traits which can be extended beyond management duties. The leader must have better communication skills, knowledge to inspire people and also supervising them so that they can work effectively. According to De Vries et al. (2006), communication is central to good leadership. At the same time, it is argued that charismatic leadership and human orientated leadership add more value to good leadership. The authors discovered that one of the core elements of leadership is a leader's interpersonal communication style which is a distinctive style geared towards improved organisational performance. Interpersonal skills are significant for influencing or convincing others to follow a particular strategy.

The goal of this study is to discover the attributes needed for top management leadership, including the CEO and its role on organisational cultural change which in turn can impact on organisational performance. Friendly communication style (Gudykunst et al. 1996), charismatic leadership and human-oriented leadership (Kirkpatrick and Locke 1996) are key ingredients in motivating subordinates to improve their organisational performance in the workplace.

Leadership refers to the ability of an individual or group to influence, guide and motivate the followers in such a way that they perform the task with the best of their capability. It is the action of leading people towards achieving organisational goals. It provides direction to a company and its workers. It is all about setting a positive example for employees. Effective leadership includes exhibiting a strong character. Leaders play a huge role in organisational success. It has helped in improving employee performance and productivity and has helped in pulling workers of every level together to work towards the attainment of a common goal.

Leadership is the potential to influence the behaviour of other people. It is explained as the capacity to be influence group towards set objectives of an organisation. The leaders are necessary to create future visions and also enhance the motivation of organisational employees to attain the vision Prajogo (2016). Leadership is the ability to persuade the other people in order to seek towards set objectives. On the other hand, management is a process to deal with other people. It is a coordination of activities of a business in context to attain the developed objectives. In an organisation, management is necessary to conduct business activities and also perform them in an effective or efficient manner. In this, good management is the backbone of a successful organisation. If the management in the organisation will be good then in this case employees will able to perform in a better manner and make an increase in its performance level. They both can work together on attaining the set objectives. In context to this, leadership and management some have similarities and differences.

The similarities are that leadership and management both entail to working with the people. Both develop the foundation of the company and its functional structure. The managers and leaders both motivate its staff members so that they can able to perform in a better manner. These people give their contribution to failure as well as the success of the organisation. On the other hand, leaders and managers both have some dissimilarities like leaders are innovators, and managers are administrated. The leader always works with its team members but the manager work on efforts which put in through teammates. The main

focus on the leader is on people, and the manager focuses on structure and systems. Indeed, leaders and managers are people who should employ techniques and apply principles in order to motivate people into achieving the best results. A good leader will motivate his/her subordinates into achieving organisational objectives without the threat or use of violence.

Over the years, research has proved how much good employer/employee relations can benefit an organisation in terms of saving money on labour turnover (Hancock, 2013). If a leader can capture the attention of everyone in the organisation, he/she has one of the most important ingredients needed to become a successful leader. This is because such a person gives the impression of being single-minded and dedicated to a vision. Indeed there are situations where leaders have to be autocratic and take decisions single-mindedly.

However, there is another side to the views expressed above. The do-it alliums can be a negative step in the right direction. Avoiding do-idealism is a great asset to leadership. If a leader attempts to do it all, he/she can be heading for disaster, especially if he is the leader of a large organisation. According to Cummings (2013), traditional leadership and management models adopt a ‘telling stance where those in power act as all-knowing experts who direct through command and control.’ Leaders need to play a facilitative role which adopts an “asking” approach. A facilitative role requires curiosity and genuine interest. Leaders learn from subordinates and design and ensure processes are in place to support an organisational learning culture. To maximise participation and improve organisational performance, a leader needs to be facilitative in leadership. This leads to creating the right organisational culture and improved organisational performance. Therefore in order to work effectively, a leader needs to know how to delegate tasks and responsibilities.

By effective monitoring of the environment, spotting a potential problem with the competitiveness of products or services, selecting key executives whose views and values represent the future and not the often unsuccessful past, and allocating resources accordingly, the successful Chief Executive Officer and top management leadership

achieve desired stakeholder outcomes (Furtaw et al., 2012). Thus, this researcher takes an interest in evaluating the kind of leadership styles and managerial attributes that will have a positive impact on organisational culture change and organisational performance (Mallinger et al., 2000).

Burns (1990) argues that leadership is based on personality, and leaders develop better relationships among team members so that they can work in an effective manner. Its main focus on the leadership studied from actions as well as traits of the great men to leaders' interaction and also their constituencies as the collaborators working for the mutual advantages. Burns said that transformational leadership could be seen when the followers and leaders both make with each other in advance to high motivation and morality level. By strength of their personality and vision, transformational leaders are enabled to inspire its followers in order to change the expectations, motivations and perceptions to work for attaining the common objectives. It maintained to be transformational, and also, leadership had to have some moral ends and also raised the moral consciousness of its followers.

Based on the opinion of Bernard M. Bass, transformational leadership can be explained that it is based on the effect that it has on the followers. It explained that the mechanism could underlie the transformational leadership. The transformational leadership develop its positive effect on the performance and motivation of the people in an effective or significant manner. According to him, leader motivates as well as transform its followers by determining idealised influence, individual consideration and intellectual stimulation. In regards to this, leaders encourage the followers to come up with unique and new methods to challenge the status and successfully support the changing environment.

According to Joseph C. Rost, The process of leader-follower had to provide ethical means and also to value of followers and individual leader. The leadership is the relationship between followers and leaders who intend the real changes which can reflect the mutual purposes. The leadership in the organisation is necessary because it helps in developing a positive effect on the performance level of employees in an effective or significant manner.

Though the above analysis set out current mainstream leadership studies, an alternative strand of research is evident in the literature. This strand focuses on accounts of leadership in context to understand the impact of national culture on the formation of leadership (House et al., 1997; Dorfman 1996; Den Hartog et al., 1999; Dickson et al., 2003). As Den Hartog et al. (1999), Hofstede (2001), Javidan et al. (2006), and Dorfman et al. 2012 state accounts of leadership shaped by particular culture provide culture-specific theories about leadership. This research draws on this research stream to provide an account of the impact of Arab culture on the leadership of Royal Jordanian airline in order to change organisational culture to improve performance.

1.1.2 Analysis Of Leadership

There is no unified explanation of leadership or a single explanation that is universally accepted (Northouse, 2015). Research suggests that both leaders and the context in which they lead are variable and that the context has an impact on the leader and the leader has an impact on the context (Hoch and Kozlowski, 2014; Butler et al., 2014; Aboyassin and Abood, 2013; Paulsen, 2013; Almutairi, 2013). This research seeks to account for the complex interrelationship between the emergence of leadership in Royal Jordanian and the national and company cultural context, which gives rise to such leadership. The analysis needs to explain the significant role of the cultural context and how leadership interacts with it to achieve organisational transformation.

Consequently, this research is based on the following logic of analysis. Since organisational change requires a leader to envision a strategy and achieve it, leadership is a significant unit of analysis. So leadership requires purposeful learning in a community, and it needs to be reciprocal (Lambert, 2005). Therefore, it is necessary to study the role of the Chief Executive Officer (CEO) of Royal Jordanian in envisioning and achieving the organisational transformation of the company. Then, the actual nature of the strategic change needs to be described. The change is of the airline or the organisation of the

company, involving lines of management, responsibility and accountability, as well as policies and procedures relevant to setting and monitoring responsibilities and performance. Such as change can be easily planned on paper but problematical to achieve in practice. However, the organisation of resources and people of the company is embedded in the national culture of Jordan, and this national culture is reflected in Royal Jordanian. Consequently, the analysis needs to extend to this culture to discover its contributing and impeding factors in the achievement of the required organisational transformation. Then analysis needs to proceed to study how the leadership plans to achieve the strategic organisational change. So, a closer analysis of the impact of the company culture on leadership is needed, and how leadership attempts to change it to achieve the required organisational transformation.

1.2 Rationale Of The Study

The researcher is a Captain and CEO of a private airline in Jordan. As such, he brings the deep practical insight of forming and managing an airline. Carrying out this study will enable the researcher to have a deeper understanding of some of the intricacies involved in the airline business, especially about leadership, transformational leadership, organisational culture and organisational change. It will provide a better theoretical understanding of organisational change. Organisational change through transformational leadership is critical in the tough and highly competitive airline industry. The researcher needs to have a better grasp of how leadership role might contribute towards organisational cultural change and organisational performance to improve his company operations. However, he seeks to base such understanding on research and appropriate theory that can inform practice.

Theoretically, the study is an opportunity for the researcher to contribute new knowledge to the field of leadership, which requires radical and significant organisational cultural change and study its impact on organisational performance. The impact of organisational culture on strategic change and organisational performance concludes that there is still a need to understand better the dynamics of the interrelationship between culture, change and performance (Babnik et al., 2014; Burnes et al., 2016; Aboyassin and Abood, 2013).

For example, Paulsen et al. (2013) argue that transformational leadership requires complex interactions involving organisation, people, and performance. Since leadership is critical for successful change, both the ability of leadership to envision change and communicate it effectively to all the stakeholders needs to be better understood. It can be argued that culture can be the ‘noise’ in this communication if it is not properly understood.

A proper theoretical basis for the study would be valuable both to advance research knowledge and practice. This is well stated by the management theorist Kurt Lewin in his quote: ‘There is nothing more practical than theory.’ This indicates that both theory and practice benefit from each other (Morrison, 2019). Practically, the findings of this study could help the researcher and his co-captains of the airline industry to improve their leadership roles which in turn will impact on organisational performance. The implications for practice are important since research today needs to have some impact on practice. They are not important for only that research but also because theoretical knowledge is the converse of practical knowledge, and for it to be useful it must reflect practice (Hunt, 1987; Hunt & Baruch, 2003).

1.3 Scope Of Study

The scope of the study refers to a summary of limits of actual study that need to be intended to be carried out. It describes the what, where and when the study will be focusing on. This research has taken into consideration the conceptualisation of the leadership and the organisational change. Leadership is explained as influencing the people through providing the purpose, motivation and direction to attain mission as well as make improvement in the company. Leaders play a necessary role in business in developing team as well as motivate them to work together for attaining the specific objectives. The organisational change is explained as a deliberate effort through a leader that aim is to make improvement in the company. In this report concept and leadership and organisational change has been covered. The research objectives are developed on the basis of the developed aim systematically. In this study, leadership and organisational change both the concept are

covered, and it is defined in a detailed manner. This report consists of the advantages which leadership provides in managing the change in the workplace in an effective way.

1.4 Background Study

This study is about top management, including CEO leadership and its linkage with organisational culture change and organisational performance. There have been a number of studies in leadership styles, types and systems designed to give a better understanding of leadership roles and managerial qualities and attributes necessary to improve organisational performance. Other studies have focused on leadership theories, skills and characteristics and these too are designed to highlight as to what needs to be done in order to bring about cultural change and improve organisational performance within an organisation (Riggio et al., 2003; Towler 2003).

However, there have been few studies regarding the role of leadership in organisational culture change and its influence on organisational performance especially on a company located in a developing country (Vries et al., 2006). This study focuses on the Royal Jordanian airline company for a critical examination of the role of leadership and how it might contribute towards cultural change and improve organisational performance.

The success of any business depends on whether it meets its business goals as well as other functional requirements associated with it. As such, business organisations need to accommodate changing times and discover how leadership role and culture can contribute to organisational performance (Mallinger et al., 2000).

The Royal Jordanian airline is the national flag carrier of The Hashemite Kingdom of Jordan, with its head office in Amman, Jordan. It operates scheduled international services over four continents from its base at the Queen Alia International Airport at Amman. Royal Jordanian is a member of the Arab Air Carriers organisation and One World, which is a global airlines alliance that promotes the interests of airline companies.

Royal Jordanian airline won the centre for Asia Pacific Aviation Award for “airline Turnaround” of the year. It has 500 flights per week with at least 110 daily departures. Royal Jordanian airline was voted ‘airline of the year 2007’ by Air-Finance Journal (www.royaljordanianairline.com).

However, despite the achievements mentioned above, since 2008, Royal Jordanian airline has faced severe competition within the Middle-East. The arrival of many new low-cost airlines such as Air Arabia, Jazeera Airways and Fly Dubai has caused problems for the Royal Jordanian airline (Ammari, 2009). This is the reason why it is necessary for Royal Jordanian airline to improve its organisational performance through the CEO leadership role, senior managerial roles, and organisational cultural change. The entrance of these competitors meant that the Royal Jordanian airline leaders had to design new strategies for coping with this rivalry. The primary objective of any new strategy is to achieve a better organisational performance of the organisation leading towards achieving a competitive advantage over its rivals. Liu (2012) put it thus: “the most distinctive characteristic of a high organisational performance organisation is a strong commitment to explore innovative thinking as a means of delivering a breakthrough in organisational performance and achieve a competitive edge over rivals”.

At the same time, it must be recognised as already mentioned that transformational and charismatic leadership is a necessity if organisational cultural change is to be effected so as to improve organisational performance. Bass (2008) observed that transformational leadership increases organisational satisfaction, commitment and effectiveness. Indeed, this can be so if the leader is persuasive. The leader should encourage followers to-commit and make sacrifices to achieve the identified company goals. The leader gives followers a strong sense of personal purpose and creates meaning for their personal actions distinct from the charismatic process. It is argued that charismatic leaders arouse followers’ power, affiliation and achievement motives to accomplish the leaders’ vision. Followers who appreciate the leader in turn display affection and admiration for the leader. They place their sentiments and ideals in the leader as their own aspirations are expressed.

The transactional transformational leadership paradigm originates from Burns' philosophy of transforming leadership (Khanin, 2007). Khanin notes that Burns has criticised this paradigm for its narrow managerialist orientation and especially the claim that it is applicable without qualification to any culture and organisation. Buchanan (2017) considers Rost's work on leadership in terms of practice. Rost defines leadership as "an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes" (Rost 1993: 102). This definition of Rost's is particularly relevant to the present study because of the relevance to practitioners.

Charismatic leaders are keen to set high expectations for themselves. They also set high expectations for their followers. Moreover, they create and show confidence that such personal and organisational expectations can be fulfilled. Consequently, such corporate leaders become role models and objects of identification for employees and employees seek to emulate their leader's ideals and values, as well as become enthusiastically inspired and motivated by such transformational leaders. (Kirkpatrick and Locke 1996).

Consequently, leaders who focus on difficult or far-reaching goals subscribe to the transformational leadership philosophy and practice and have a far greater effect on followers. In complete contrast and with limited effect, transactional leaders tend to focus on promoting self-interest and are therefore limited in scope and impact (Avolio 2008).

Leaders with vision never lose sight of long-term objectives and therefore are able to deal with short term objectives and problems. Bennis and Nanus (1999) give an excellent example of Waller Wriston and Roger Smith. Wriston, a retired CEO of Citicorp, recognised a critical and urgent need to place Citibank in the lead of banking technology. He realised that he had to make Citi bank an aggressive competitor in the changing deregulated financial services sector, particularly in retail banking. Smith, the CEO of General Motors, recognised the need to transform GM into a far more flexible and

innovative company. He knew that the company should better prepare for the continuing competition with Japanese car manufacturers. Thus, they both Wriston and Smith had a clear vision of the direction their companies should go, formulated strategy and communicated the vision, and created a commitment throughout the company.

The foregoing demonstrates that a good leader in the form of a CEO and his/her top management team should have a clear vision about the state of their company now and where it is heading to. At the same time, staying in touch with people is another managerial attribute that is much underestimated. Effective leaders are rarely thought of as aloof and remote. Staying in touch with people outside the organisation is as important as staying in touch with people internally.

The effective top management leadership usually has a collection of external contacts among key customers, peers, and government officials, scientific and academic leaders. By listening to them with an open mind, the leader can accumulate valuable second opinions (Furtaw et al., 2012). It is this and other facts that need to be investigated if the Royal Jordanian airline is to improve its organisational performance.

Generally speaking, culture is a set of rules and behaviour patterns that shape a society and the way people behave. It is the beliefs, attitudes and values that exist within society as Shein states (1984). For organisations and in organisational settings, the concept of culture can be determined and analysed at several levels of organisational behaviour and artefacts used. The immediate level centres on artefacts, for example. The group or organisation is characterised by outward signs, and these are artefacts. Such artefacts indicate how the organisation is structured and organised and are more obvious to see and identify with the culture. This includes artefacts such as office layout, style and manner of dress, spoken and written language, user behaviour patterns, rules and procedures, rewards and appraisal systems and technology (Millet and Willcoxson 2000).

Understanding culture can be useful in two ways. First, cultural insight provides awareness of the extent to which organisation members are willing to accept change and second a cultural assessment is likely to determine the root cause of the problems that impede and prevent stronger organisational performance (Mallinger and O'Hara 2009).

The organisational performance involves motivation, job satisfaction, morale and above all completion and achievement of tasks and responsibilities to expected standards and quality. Job organisational performance and organisational performance are closely intertwined. Rewards and incentive systems are very closely tied to individual and organisational performance. Usually, an organisational performance appraisal system is used to determine training needs which are designed to enhance and improve organisational performance (Swanepoel, 2016). As Redman and Wilkinson (2006:89) put it: "organisational performance appraisal is an organisational change level". Claydon (2010) argues that organisational performance appraisal means sorting and editing information about the individual or group's organisational performance against certain predetermined criteria or dimensions. This information is then used to decide education and training needs to improve organisational performance.

It can be argued that to effect cultural change requires both transformational and charismatic leadership. This is because organisational culture begins, grows and matures over time, and needs a leader capable of influencing people and changing their behaviour by motivation and consistent communication. People generally become set and comfortable with the current organisational culture, and it is difficult to change their behaviour. According to Heathfield (2009), for people to counter change, they must be faced with a significant event that occurs. Such events can be quiet dramatic such as nearing bankruptcy, a large and significant loss of sales and customers base, even losing a million dollars. It is radical and upsetting events like this that draw people's attention. Heathfield further points out that recognising that the organisational culture the impediment means taking steps to change it, which is a problematical journey. 'Change is not pretty, and

change is not easy.’ However, and importantly, organisational change is possible. Culture change requires understanding, commitment and leverage tools.

Another perspective is offered by Gordon (1991), whereby he developed an argument that organisational culture is strongly influenced by the characteristics of the industry in which the company operates. Therefore, he argues that companies within an industry share certain cultural elements that are required for sustainability and even survival. Gordon identified three classes of industry variables that have the potential for creating industry-driven cultural elements and which also lead to organisational cultural change. These are competitive environment, customer requirements and social expectations. However, one can also suggest another variable to be found in the industry. The organisational culture can match the style and comfort zone of the company founder and that culture frequently echoes the prevailing management style or leadership style. This is the perspective investigated in this research.

1.5 Problem Statement

The scope of this research is the case of the leadership of the Royal Jordanian airline. The study is of the phenomenon of organisational leadership in the case of Royal Jordanian Airline. In particular, the issue under investigation is the practice of leadership that requires an organisational culture change in order to improve performance. Rost (1993; 2000) set the research agenda to understand leadership in terms of its practice. Since the practice of leadership is impacted by the context other research since then has focused on considering the impact of national culture on leadership (House et al., 1997; Den Hartog et al., 1999; Dickson et al., 2003; Buchanan, 2017)

Having established the significance of top management and CEO leadership and organisational culture change and its impact on organisational performance, there is need to examine the linkage between the three concepts and how they affect and influence business success, and the linkage shall be discussed in literature review Chapter 2 more

deeply. There is also the need to discuss the state of the Royal Jordanian airline in relation to other airlines or its competitors within the Middle East region and other international geographical areas at large. A state of competition obviously exists between airlines and Royal Jordanian airline has to compete, or it will not survive. From a practice perspective, the problem is to exactly ascertain the extent of the external factors that are contributing to this competition. It might require finding out more information from rival companies which is no easy feat.

Rather, a theoretical perspective would begin with a thorough description of the current performance problem of the Royal Jordanian company. The company's leadership lacks adequate awareness of Royal Jordanian's capacity utilisation and resources management. At first glance, this may be concluded as an operational issue. However, the issue is deeper because of the competitive context in which this lack of leadership's awareness is occurring. Pertinently for Royal Jordanian, Northouse (2015) states that a leader is someone who is able to recognise the best use of available resources to achieve a competitive advantage over rivals. Similarly, Aboiyassin and Abood (2013) state that a leader needs to be aware of the competition and be ready to make organisational changes to compete well.

From an operational perspective, the current Royal Jordanian focus on more sales and revenue is a distraction rather than a strategic solution. This suggests that the leadership of Royal Jordanian has not been able to identify its core problem. Consequently, the current Royal Jordanian business model is sales driven. From a practice perspective, it can be argued that the leadership needs to change from the sales-focused business model to a profit-focused model. As noted above, studies reveal a lack of awareness by the leadership of the core business issues does result in misdirected leadership.

Recent and to some extent, the present leadership of Royal Jordanian have not been able to identify the core business problem and the root causes. Leaders are able to identify the

problem and propose solutions, as well as convince people that their solution is the right one (Al-Jaradat et al., 2013; Al-Khaffaf, 2012). Jawabreh et al. (2012) argue that the operations and business activities of Royal Jordanian have been affected by the tribal culture prevailing in the organisation. Abdalla and Al-Homoud (2001) suggest that tribal leadership enables the leader of the organisation to concentrate on specific words and actions that represent the tribal culture established in the organisation. The leadership of Royal Jordanian has failed to comprehend the core business problem. The research of Kassim and Mohammad (2013) emphasised on the fact that the existing culture of Royal Jordanian has been controlled by the tribal culture. Also, leaders' cognitive methods for comprehending problems have an impact on their ability to propose relevant and practical solutions.

The current leadership of Royal Jordanian is competent in many respects. The CEO is highly qualified with excellent technical expertise and capability. His knowledge of airline operations is deemed by his peers to be second to none. He has a vision and can provide strategic direction. A leader is someone who can provide strategic direction. He has strong organisational skills, as he has assembled a technically qualified senior management team. So, he has management know-how skills (Blanchard and Miller, 2014). Know-how is a critical feature of leadership because ultimately, business leadership is concerned with the practical implementation of winning ideas. The CEO, however, has a limited finance background.

However, the current leadership is also part of the problem in other respects. The strong senior management team assembled by the CEO is weakened because of some lower echelons of weaker and politicking individuals, and others with what is normally termed bureaucratic tendencies. In the Jordanian context, this bureaucracy needs to be tempered with appropriate consideration of the national culture and its impact on the company culture. There are aspects of this bureaucratic tendency which are cultural features. Prominent is the practice of *wasta*. Al-Rahmani (2008) argues that *wasta* is the direct outcome of the tribal culture existing in the organisation. *Wasta* prevails in multinational companies of Jordan; employees are focused on building relatives and friends careers

(Ta'Amnha, 2016). There is an intricate relation between national culture, bureaucracy, wasta and tribal traditions of Jordan. The source of wasta is the tribal allegiances, and this translates into the national culture and politics of Jordan.

It is proposed here that it is this national culture, wasta and tribal tradition as it reflects on the company culture that is a major source of resistance to change. This study seeks to understand this empirically in order to propose an explanation that is consistent with leadership theory and organisational transformation.

The wider context of this problematical cultural-organisational setting is the concomitant linkage with the national politics of a national airline. The specific problem of Royal Jordan is embedded within the national politics and consideration of royal dictates. As indicated above, wasta and tribal allegiances, translate into the national politics of the country. The CEO of Royal Jordan airline is aware of this national culture and its reflection in the company. He requires negotiation and diplomacy skills to effect significant organisational change.

Another issue is the actual organisational culture of Royal Jordan, reflecting the national culture outlined above but distinct and arising in the company. This is the local culture of the company. This local culture consists of informal political allegiances and one-upmanship among senior management and their subordinates. Like informal organisations in general (McEvily, et al., 2014), the CEO needs to negotiate this local culture too in order to affect the planned change. Senior management and their subordinates resist change that threatens their positions, status or employment.

Ultimately, the planned organisational change stems from the continuously changing business environment. The details of the planned organisational transformation span over financial performance, organisational culture, business processes and procedures. An important change is a need for flexibility to enable adaptation to changing market and competition. The CEO's priority is magnitudes of performance change in financial

performance. As noted earlier, the focus on increased sales or more revenue has not translated into increased profitability of Royal Jordanian.

The specific cultural change needed is in the attitudes and behaviours of senior management and other employees. Responsibility and task allocation, accountability and performance monitoring are presently significant cultural issues. As noted earlier, these are problematical to resolve divorced from the *wasta* tradition and national politico-cultural arrangements in Jordan.

This bears directly on leadership capability. Royal Jordanian leadership has not been capable of communicating its vision and develop an effective strategy to implement the required change effectively. Ismail, (2011), for example, shows that information technology needs to be used effectively for marketing. It is also plausible to suggest that the leadership are not cognizant of the root cause of the problem; especially, since they are themselves compose the cultural change problem, as outlined above.

There are various theoretical explanations for competition and organisational transformation, including Porter (1980) and Mintzberg (2014). It can be reasonably argued that such explanations themselves arose in the specific national cultures of the US, Canada and the UK. The case of Royal Jordan too needs to be considered in its specific national culture and context.

Porter's generic framework theories of competition might help in determining the state of competition within the airline industry in the Middle East region and elsewhere. According to Porter's (1980) book "Competitive strategy: techniques for analysing industries and competitors", a company should reflect on its strengths and weaknesses in order to find its competitive advantage. He argued that a company's strength is determined on the basis of cost advantage or differentiation.

In cost advantage competition it is a situation where a company itself reorganises to minimise its cost. This involves reorganising production or service provision at the lowest possible level of cost in the industry. This is designed to earn higher profits than competitors, especially if the company has sufficient strength to go below a competitor product or service in the price. This can be of advantage in order to acquire market shares from weaker rivals to grow, and possibly even buy out weaker competitors. Differentiation is when the company develops a product or service that offers unique qualities and attributes that are valued by customers who are willing to pay for it and that customers perceive to be better than or different from the product or service of the competition (Porter, 1980).

As noted above, in the case of Royal Jordanian, the problem of competition is closely intertwined with cultural change. However, an analysis of the company's annual reports can be compared to its competitors. As shown in the literature review, Chapter 2, this problem is now more significant than previously.

In a similar vein, Ansoff (1965) pointed out that the product's reliability and service delivery, the promotion and facilities available and offered by the organisation play a major role in obtaining a competitive advantage. Distinctive characteristics also allow an ORGANISATION to get a competitive advantage, to continue to maintain a market share of the industry. The research, therefore, shall identify some of the distinctive features of the Royal Jordanian airline, which have some impact on the competition with other airlines.

1.5.1 Research Aims And Objectives

The research aims to provide a specifically Jordanian (Arabian) account of leadership involving leadership, culture and organisational change. The study aims to develop an empirical conceptualisation of Jordanian leadership style, organisational change, and organisational performance as reflected by Arabian cultural traits of leadership, by

investigating the case of leadership and organisational transformation in the Royal Jordanian airline company.

Leadership theories need to account for the impact of the national culture on leaders' competencies and, more importantly, on the possibilities for action open to them as determined by the national culture. Jacobs (2104) states that leaders possible courses of action are influenced by the national culture. National culture has an effect on how a leader perceives problems and what possible action is open.

Since the national culture influences the possible courses of action available to a leader, it is therefore likely that it also places limitations on leaders' choice of actions. Both the effect of national culture as enabling leadership and placing limitations on leader's action is significant to understand because it determines possible conceptualisations of leadership within specific cultural contexts. Additionally, it has implications for the conceptualisation of a leader's performance and how a leader's performance is actually assessed.

This will involve the CEO, top executives and top managers of the airline. The study will explore the various leadership styles, types, traits, skills and characteristics of this higher management and how these can be applied to an organisational setting such the Royal Jordanian airline to affect cultural change and improve organisational performance.

In view of the fact that this study will be evaluating and examining issues of leadership, organisational cultural change and organisational performance, it is necessary therefore to bring together these concepts and determine how they interlink and influence leadership and management behaviour. Leadership is an action of leading the people in the company towards attaining specific objectives. In this, each and every organisation experience the change in its business, process etc. Mainly the change depends on the leaders who have direct authority with people or staff members who are going through change, support and implement the change in their influence span. Leaders provide a better direction to

employees so that they can work in an effective manner and also work in a team without arising any kind of conflict. The leadership is the action of leading the staff members to attain the objectives. It plays a necessary role in enhancing productivity and performance level of the staff members. The good leader set a clear vision through influencing the staff members in order to understand and also accept the future state of the company. Leadership set clear visions and influencing the staff members to understand as well as accept the future state of the company. On the other hand, organisational change is about to procedure of changing the procedures and the strategies on the organisation. The company make changes in its business to do some of the better work and also gain competitive benefits. The organisational change is related to any change which occurs in the work environment. Organisational change occurs when a company makes conversion from its current state to its desired future state. In today's modern world, organisations are highly dynamic, versatile and adaptive to the multiplicity of changes. The organisational change will build up to competition which can help the organisation to develop and progress themselves. To beat the competition, new technologies can be used, which will also reflect in the growth of the organisation. It is a necessary characteristic, and in this, the company should develop its adaptability to make changes significantly. Some of the people do not feel comfortable in the changing working environment, so it is a responsibility of the leader to include them in the process of change and also understand them about the meaning of change in an effective or better manner. Sometimes, the company conduct the training programs for those employees who do not feel comfortable and also not able to feel confident. This training session helps enhance their knowledge as well as skills of employees so that they can feel comfortable and also understand their other new roles and responsibility clearly. It will help in developing a positive impact on the mind of staff members, and they will work towards attaining the specific objectives in a significant manner. With the help of this productivity of the company can be enhanced, and it can gain competitive benefits at the market place.

In the same Journal, Ringberg and Luna (2010) point out that culture instils various viewpoints, values, and perspectives on leaders. This, in turn, determines how leaders think, perceive problems, define problems and draw on different problem-solving tools. As

such, cultural change is likely to impact all types of internal and external organisational performance. This explains why it is necessary to explore the role of top management and CEO leadership and its impact on cultural change and organisational performance.

1.5.2 Objectives

Consequently, this study shall address the following objectives in order to achieve the research aim:-

- Review the literature on leadership, organisational culture and organisational performance, by critically determining the relationship between them as mediated by culture and leadership traits to identify a pertinent theoretical perspective.
- Investigate leadership styles and leadership culture of Royal Jordanian airline top executives, including CEO.
- Analyse the organisation structure of Royal Jordanian airline to understand factors that support and/or hinder leadership and organisational change.
- Analyse the organisation context to determine its impact on leadership style.
- Examine the effect of Arabian culture, including national, tribal and religious traditions on leadership styles.
- Develop the conceptual framework of Arabian leadership styles and organisational change for enhanced organisational performance.

1.5.3 Research Questions

The study is motivated by the research question: “What is the role of organisational culture change by the top leadership of the Royal Jordanian airline in order to improve organisational performance?” The researcher maintains that this study can provide better insights into the leadership attributes, qualities and behaviours that can eventually

influence organisational cultural change designed to improve organisational performance in an organisation and in this case, the Royal Jordanian airlines. Accordingly, the following key research questions are pertinent and need further investigation:-

- What is the relationship between leadership, organisational cultural change and organisational performance within an organisation?
- To what extent and how does transformational leadership, situational leadership and cross-culture leadership influence organisational cultural change in the Royal Jordanian airline?
- How can the management of the Royal Jordanian airline develop other business strategies such as technology-led designed to improve quality and efficiency within the company?

1.6 Contribution Statement

This research is expected to contribute towards a theoretical understanding of the linkage between leadership style, organisational change and organisational performance within the Middle Eastern context. By comparing western models of leadership style and middle-east models, the researcher will be able to explain the role of culture in the leader's goal of organisational transformation to achieve improved organisational performance. This theoretical contribution which will be drawn from the empirical data and theoretical perspective of the research. Additionally, the researcher will be able to recommend the adoption of cross-cultural leadership by top management of Royal Jordanian airline and indeed by other companies operating in the Middle East as well, since the impact of the research is necessary.

There is scant literature in the Middle Eastern context about the impact of leadership style on organisational cultural change and organisational performance. As such, this study is expected to contribute to a new understanding of leadership and management that is driven by an organisational culture which takes into account both western and Middle Eastern

models but assumes the underlying model of Middle Eastern leadership grounded in its own unique Jordanian culture.

1.7 Organisation Of The Dissertation

The study shall start with an introductory chapter which outlines, among other things, the background, aims and objectives as well as the research questions and the rationale behind the research. Chapter two is the literature review which discusses theories, concepts and models of leadership, organisational cultural change and organisational performance. The Chapter reviews what other researchers have found and written on the subject matter. Chapter three deals with the conceptual framework. This is the proposed explanation of Arabian-based leadership style and its effect on organisational change, and how this, in turn, affects organisational performance. This conceptual explanation is also the potential theoretical contribution as supported by empirical evidence. Chapter four details the research methodology adopted for the research and how the conceptual framework will be operationalised. It discusses research philosophy, research approach, research strategies and data collection methods designed to operationalise the conceptual explanation. Chapter five is presented the data analysis, and the findings are discussed. Needless to suggest, this study aims to provide a better understanding of the role of top management leadership and its contribution towards organisational cultural change and organisational performance by drawing on relevant theory. So, through an analytical discussion, Chapter six relates the findings from the research to extant explanations of the effect of culture on leadership style, organisational change and improvement of organisational performance. Chapter seven concludes the dissertation by offering conclusions and pointing to further research arising.

1.8 Conclusion

The central aim of this study is to investigate the leadership style of the leaders and top management executives of the Royal Jordanian airline and how this might contribute to organisational culture change and organisational performance. It requires, therefore, the exploration of three concepts, namely, leadership, organisational cultural change and organisational performance. The reference point is that various environmental factors such as and significantly culture affect business success. This study is designed to investigate how leadership role might contribute to cultural change within an organisation. At the same time, how this cultural change might contribute to the improved organisational performance of an organisation. Thus, this study aims to provide a better grasp of some of the complexities involved in leadership and management behaviour by analysing leadership, culture and organisational performance.

CHAPTER 2 LITERATURE REVIEW

2.1. Introduction

Leader studies are concerned with advancing leadership knowledge and practice. Leadership studies have depersonalised leaders (Malakyan, 2015) focusing mainly on leader qualities and leader outcomes but there is an absence of followership in leader studies (Malakyan, 2014; Hurwitz & Hurwitz, 2015). Leader-follower relationships have an impact on organisational effectiveness (Gilbert & Matviuk, 2008; Bass & Avolio, 1994). Leadership is not about hierarchy or simple power and authority, and effective managers must have good leadership, and effective leaders must be technically good managers, leadership is not just an aspect of management (Rosenbach, 2018). Leadership is a process of followers and leader engagement and interaction. Transformational leaders involve followers personally strongly identifying with leaders who motivate them to perform beyond expectations (Rosenbach, 2018):

What we have learned from recent leadership research is that there is no one best way to lead – the most effective leadership style is dependent upon organisation's culture, the characteristics of the followers, the external environment, and the personal traits of the leader. Leadership is all about character, integrity, and competence.' (Rosenbach, 2018. p. 4).

Since the research focuses on Arab leaders these features of leadership – organisational culture, characteristics of followers, external environment, and personal traits of the leader – need to be understood in the Jordanian Arab context, and particularly in Royal Jordanian Airways.

Leadership refers to the action of leading the people or group in an organisation. It is both the practical skills as well as a research area which encompasses the ability of a person or company in order to guide the other people, teams and organisations. Leaders help themselves and others to do the right things. They set the proper direction, build an

inspiring vision and also develop new things. When the leaders set direction, they must use managerial skills in order to guide people in the right direction and in an efficient or smooth manner. Leadership in business is capacity of management of the organisation in order to set as well as to attain challenging objectives, take fast and the decisive actions when required, outperform competition and inspire the other people to perform at a higher level. It is necessary to evaluate the kind of leadership styles and managerial attributes that have a positive impact on organisational culture change and organisational performance (Mallinger et al., 2000). On the other hand, leadership style is a method of a leader in providing the right direction, executing plans and motivate the people. In addition to this, it consists of the total pattern of implicit as well as explicit the actions which are performed through the leader. It is necessary that leaders should have effective skills as well as competencies to guide team members effectively or efficiently. There are different kinds of leadership styles such as autocratic, democratic, transformational, Laissez-faire leadership etc. These leadership styles are different from each other. The leadership style impacts everyone in an organisation from senior management to the lower. They develop a corporate culture that impacts on organisation along with its performance level. Each business firm experience about change, regardless of size and industry. Organisational change has become a ruler than an exception for firms. At the organisational level, change has been related to absenteeism, enhance expenses, and minimise productivity and intention to quit. The change develops the negative as well as a positive impact on business. Every employee is not comfortable to work in the changing environment. Regarding change, leaders identify culture, values, employee motivation and change tolerance. They give shape to strategies of organisation consisting of their implementation and effectiveness. Leaders guide the team members in the right direction and understand them about the benefits of change. So, leadership styles develop a positive impact on organisational change. On the other hand, leadership style is manner under which people are motivated as well as directed through leader to attain set organisational objectives. The leadership style influences on the performance level of the organisation. In addition to this, the performance of a firm is concerned with the profitability of a business in terms of profit and development for a short and long period. The leadership style motivates team members to work together and focus on attaining specific objectives within a given period. The

employees will focus on giving their better performance, and in this manner, the leadership style develops a positive impact on performance on the organisation.

Better leadership is critical for the success of the business. Poor leadership impact on the morale of staff, customer services and quality of the products. The manager plays a necessary role in an organisation to manage the activities, operations of the business. It is a responsibility of the manager to implement any kind of change at the workplace by including the team members. Through this, they will be motivated and develop a positive impact on their performance level.

This kind of study needs to be done for Middle Eastern companies to understand better and explain the role of leadership in shaping and forming organisational culture to improve organisational performance. This needs to be explained in the context of the Arabian culture of the Middle East. According to the opinion of Betts (2019), it has been stated that Arab culture is a culture of Arabs from the Atlantic Ocean in the west to the Arabian Sea in the east and from the Mediterranean Sea. Under this, the cultural setting of Arab is influenced through Islamic and Arab culture. Customs, as well as traditions of Arab cultures, have several differences as a comparison to the Western culture. The Arab culture is one of the oldest surviving cultures in the world with a dynamic and long history which stretches across colourful lands.

Leadership is less about one's needs and more about the needs of the people, and the organisation one is leading (Wall Street Journal, 2015). At the same time, leadership styles should be adapted to the prevailing circumstances, the particular requirements of the people and the challenges facing the organisation (Murray 2012). The main objectives of this study are to examine the relationship between top management, including CEO leadership, organisational culture change and organisational performance. Another important objective is to examine whether the Royal Jordanian airline might benefit from top management leadership which implements organisational cultural change designed to improve organisational performance.

Royal Jordanian airlines is flag carrier airline of Jordan and it operating its scheduled international services over for different continents and its main base at Queen Alia International Airport. Under this, the West and the Middle East has a different leadership style. In West, Royal Jordanian airlines use democratic leadership style where the leaders include team members in the decision-making process and also take their opinions regarding any specific area. In this, every member takes participation in the decision making role. Everyone has a better opportunity to exchange ideas, participate, and the discussion is to be encouraged. This leadership style is helpful for employees to enhance their motivation level along with their performance level. On the other hand, leadership styles in middle east countries are different and in these countries, leaders use autocratic style. In this, leader dictates procedures, policies and then decide what objectives need to be attained. They control all activities without any participation through subordinates. It demotivates the employees and develops a negative impact on the performance level of staff members in an effective or significant way. In addition to it, this kind of leadership style is effective in a company where the nature of the work needs quick or rapid decision making. The sole responsibility of executive decisions and outcomes rests with the CEO.

As airlines struggle to gain market share and sustain profitability in today's fiercely competitive environment, they must develop new management strategies designed to improve organisational performance. These include culture change and customer relations aimed at optimizing customer loyalty and revenues. There is much literature on leadership, leadership styles, and leadership theory. This literature explains how someone becomes a leader and how they lead.

Over the last years, individuals and organisations in Jordan have invested significantly in such areas as information technologies and systems. It is widely believed that information technology (IT) investments will enable firms to be efficient by cutting operational costs (Jawabreth et al. 2012). However, for organisations to work effectively, there is a greater need to promote organisational cultural change. Since IT cannot deliver organisational performance results, the question arises what can. It is proposed that leadership is significant as mediated through organisational cultural change for improving organisational performance. This kind of cultural change is very problematical to achieve.

It is more compounded by the Arab cultural factor, and it affects leadership styles. What then are the strategies the Royal Jordanian airline should employ in order to improve organisational performance? This can be answered by understanding what needs to be studied, and the purpose of this review of the literature is to identify a suitable theoretical perspective to use to undertake the empirical research.

Given that organisational culture influences the likelihood of success for change strategies, it can be suggested therefore that companies that have flourished over the years are those that have learned to respond to economic and financial turbulence by managing change effectively (Mallinger et al. 2009). Indeed, most organisations are aware of the need for change; the challenge lies in employing strategies most suited for radical and transformational organisational change. Research suggests that organisation members are more inclined to take on board change when the organisation's culture is aligned with the mission and goals of the company (Mallinger et al., 2009). Recognizing organisational culture in managing organisational change, therefore requires structural changes that can serve as the initial intervention for shifting culture.

This chapter begins by considering theoretical perspectives relevant to the proposed study. So, general theoretical perspectives are mentioned and studies of the airline industry and particularly of Middle Eastern airlines. This is followed by examining the role of leadership in planning, influencing and implementing organisational cultural change. This requires a different understanding of kinds of leadership styles, and this is then discussed. Because of the importance of the global economy literature on the leadership of companies that operate globally is then mentioned. The central focus of the study is on leadership's ability to affect organisational cultural change; consequently, the chapter then focusses on leaders' interpersonal styles and skills. It is such interpersonal skills that can be effective in implementing organisational cultural change. Then transformational leadership, in particular, is discussed, and the research on it is critically reviewed. This leads to focusing on research in the Middle East and Jordan on leadership and organisational performance. Then finally, the context of the research is described, namely the Royal Jordanian airline.

2.2 Leadership Of Organisational Culture: A Theoretical Framework

Drawing on Chester Barnard, James MacGregor, Ralph Stogdill, Bernard Bass, Joseph Rost and others, Gini (1997) argues that leadership phenomenon is least understood. In his book, *Leadership For the Twenty-First Century*, Joseph C. Rost draws attention to the basic problem. There is a lack of definitional clarity and agreement about leadership's two most primary terms, leadership and leader(s). Rost's review of leadership definitions leads him to conclude that leadership has been reduced to: 'Good Leadership is Good Management.' Gini (1997) concludes:

I believe that leadership is a delicate combination of the process, the techniques of leadership, the person, the specific talents and traits of a/the leader, and the general requirements of the job itself. I am convinced that although the concept of leadership can and must be distinguishable and definable separately from our understanding of what and who leaders are, the phenomenon of leadership can only be known and measured in the particular instantiation of a leader doing a job (p. 324)

Rost (1993; 2000) contends that business students need to learn to practice leadership. Process, technique, person, and specific talents and traits and the general requirement of the job. This view is also supported in current research (Huges, 2016). These can also be thought of as particular to the context of leadership. Moreover, they can result in an intended or unintended organisational culture. Consequently, theories are crucial for understanding and explaining phenomena. As noted above, Kurt Lewin explained that theory is valuable because it helps to direct practice. Action that is based on theory is, therefore, more relevant to the achievement of goals or purposeful action than action that is based on simple reasoning, and in many cases no reasoning at all.

Therefore, issues of leadership, organisational culture, organisational performance management, and organisational change need to be discussed from a theoretical perspective. For example, the term culture means different things to different people, groups, tribes, organisations and societies. It should therefore not be taken for granted that it is understood and researchers and practitioners like leaders know what it means. In

search of excellence, Peters and Waterman (1982) demonstrated the importance of culture to achieve high levels of organisational effectiveness, and Millet and Willcoxson (2000) concurred with this assessment. Organisational cultures should be viewed within the context of how different societies define culture. It involves artefacts, language, norms, customs, behaviours and ways of acting in particular situations. While there is a general consensus about the properties of culture as a broad construct, there is no consensus about what constitutes organisational culture and whether culture management is universal or specific (Millet and Willcoxson, 2000; Gillespie et al., 2010; Gillespie, 2010; Mateiu et al., 2013). Managing culture is a significant part of a leader's role. Leaders need to engender or bring about the appropriate culture to achieve organisational strategy. This involves high levels of management skill let alone leadership vision and persuasion. Changing the culture of an organisation requires technical expertise in organisational management, but more importantly, it needs finely honed communication skills and interpersonal skills (Mencl et al., 2016). This is especially the case with transformational leadership, which requires specific interpersonal skills to engage and convince people with entrenched beliefs and change their actions or ways of behaving.

It can, therefore, be argued that organisational cultures are formed within the context of broader cultural contexts, and these are influenced by national, regional, tribal and ethnic groupings. This is so because cultures are based in history and social interaction and have a 'path dependency' that is problematical to change or shift. As such, patterns of behaviour and belief differ from society to society. The Royal Jordanian airline culture, in a broad sense, for example, may thus arguably be described as more similar to the culture of the rest of the Arab World than to the Asian culture (Weir, 1993). Within the context of management of cultural change for the Royal Jordanian airline, the question arises whether the organisation is really influenced by the dominant culture of the country or whether by a collection of other sub-cultures, including Western culture.

It must be established that culture identifies particular groups by their similarities as well as their differences (Willcoxson and Millett, 2000), especially when subcultures exist both in the workplace and in society generally. It must be recognized that culture is not static,

but rather it is especially dynamic, and culture itself is changing. As such, the dynamism of culture can lead to the encompassment of new patterns of behaviour which are likely to influence organisational performance. While most Royal Jordanian airline employees and management espouse collectivity as a cultural guideline towards work practice, they also now display enthusiasm for the job or salary-related status, which tends to lead towards competitive behaviour and relationships. Whether this affects organisational culture and organisational performance needs to be better understood. According to Jawabreh et al. (2012): “As airlines struggle to gain market share and sustain profitability in today’s fiercely competitive and economically demanding environment, they must develop new ways to manage their customer and employee relationships to optimize customer loyalty and revenues. This involves redefining work ethic to include issues such as organisational performance-related salary and so forth.”

From the above discussion, it can thus be observed that organisational culture may be generally defined as a set of norms, beliefs, habits, principles and ways of behaving that together give each organisation a distinctive character and outlook (Brown 1995). Within this context, wider community values, industry characteristics such as customer requirements, employees, employers and various environments play major roles in shaping and influencing organisational culture. Thus, when investigating, the role of top executive leadership and its impact on organisational culture change and organisational performance, deeper distinctive characteristics of the Royal Jordanian airline should be evaluated. This is necessary in order to assess the effectiveness of the organisation itself.

2.3 Recognizing Role Of Leadership In Managing Change

Conceptualisations and perceptions of leadership in many cases are general or universal. This is significant for cross-cultural studies of leadership as many leadership perceptions and behaviours agree across different national cultures. Researchers acknowledge that the study of leadership as operationalized for the empirical study is specific to the culture in which it is studied. (Dorforman et al. 1997, Sidani 2008). However, there is a limit to what kinds of leadership behaviours and processes can be transferred across cultures.

Leadership research streams fall into types of theories; trait; power and influence behavioural, contingency, cultural and symbolic and cognitive (Bensimon 1989). Bensimon further argues that one useful organisational typology from the perspective of leadership suggests that organisations can be viewed from four vantage points, namely; structural, human resources, political and symbolic frames. The author further points out the contemporary works indicate an understanding of leadership in organisations is undergoing a paradigmatic shift from a rational perspective towards a cultural and symbolic perspective.

From the above discussion, it can be noted that cultural and symbolic theories deserve serious attention because they represent a view of leadership that is highly compatible with the characteristics of modern organisations (Thomas and Peterson, 2014; Koch et al., 2016). At the same time, it clearly reveals that leadership theories and practices are not necessarily universal, but rather more specific in some societies and more universal in other societies.

Sidani (2008) argues that studies based on Western management theories are gaining acceptance but do not actually reflect the local cultural context of many leadership perceptions and behaviours in non-Western management. Yukl (2004) too, observed that much of leadership research had been carried out in countries such as the USA, Canada, Britain and Western Europe thereby not reflecting the cultural factors outside the Western world.

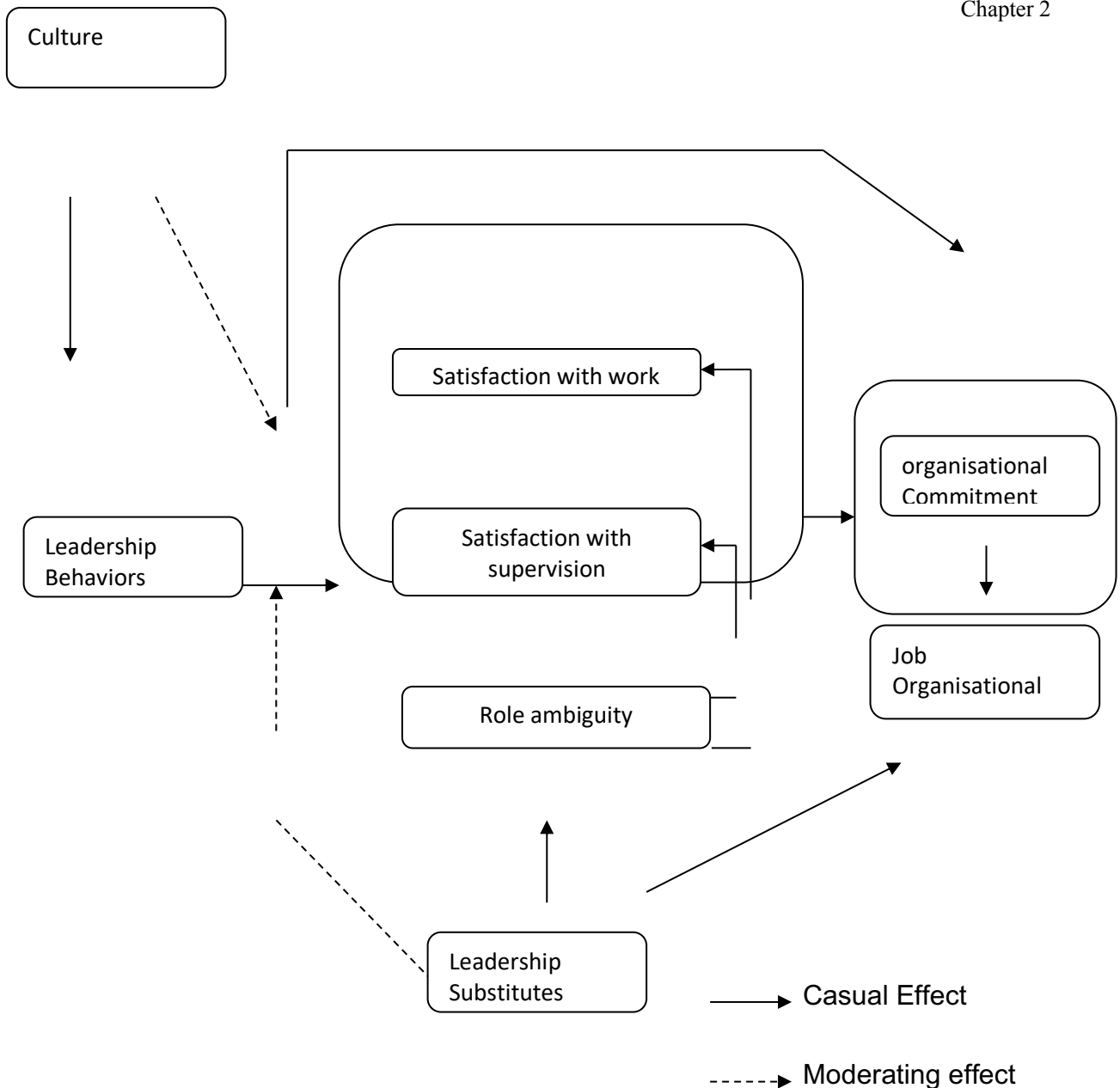
What then can be drawn from the foregoing includes the fact that leadership theories and practices vary significantly from one culture to the other. At the same time, it must be recognized that cross-cultural differences do exist between leadership behaviours and styles. Leadership theories are largely based on research carried out in the continents of North America and Western Europe. The theories are individualistic in nature, thereby reflecting the individualistic culture of these societies. Whereas the collectivistic nature of leadership in such a society as Jordan is rarely emphasized by Western scholars, this has

resulted in the validity of a theory being constrained by its national borders. In other words, traditional leadership theory and research have some limitations in non-western settings. As Perkins (2009) puts it: “The motivational aspects of Western leadership theories assume the primacy of individual self-interest while leader-follower as unique individuals. The majority of the world, however, is collectivist and the emphasis is on group cohesion and loyalty, not personal achievement, merit and reward.” It is interesting to note that despite such empirical evidence, theories of leadership from the Western perspective continue to dominate research, even research in Arabia and Asian countries.

Thus, in societies such as Jordan, there exist strong in-group affiliations and in-group influences which may have a strong bearing on the recruitment process in an organisation. It is this that may be significant in determining leadership style, organisational culture and organisational performance. For example, it is common and ethical for leaders of the Royal Jordanian airline to show preferences to family and friends when recruiting new employees. As Perkins puts it: “Management is of groups, not individuals and workers usually do not seek individual recognition. They will more often act out of loyalty to a group than personal self-interest”. A successful CEO, therefore, is one who employs leadership style that is consistent with societal, cultural values, norms and habits.

2.4 Models Of Leadership Styles

Different leadership styles help to explain the impact on organisational performance. For example, contingency leadership theories provide a theoretical framework that helps to explain the effectiveness or non-effectiveness of leadership style in different situations and contexts. Dorforman et al. (1997) cite two well-known contingency models; namely, House’s Path-Goal theory and Yuki’s Multiple Linkage model and they created a synthetic model by combining and integrating some of the similarities of the two models. The theoretical model of the leadership process is shown below.



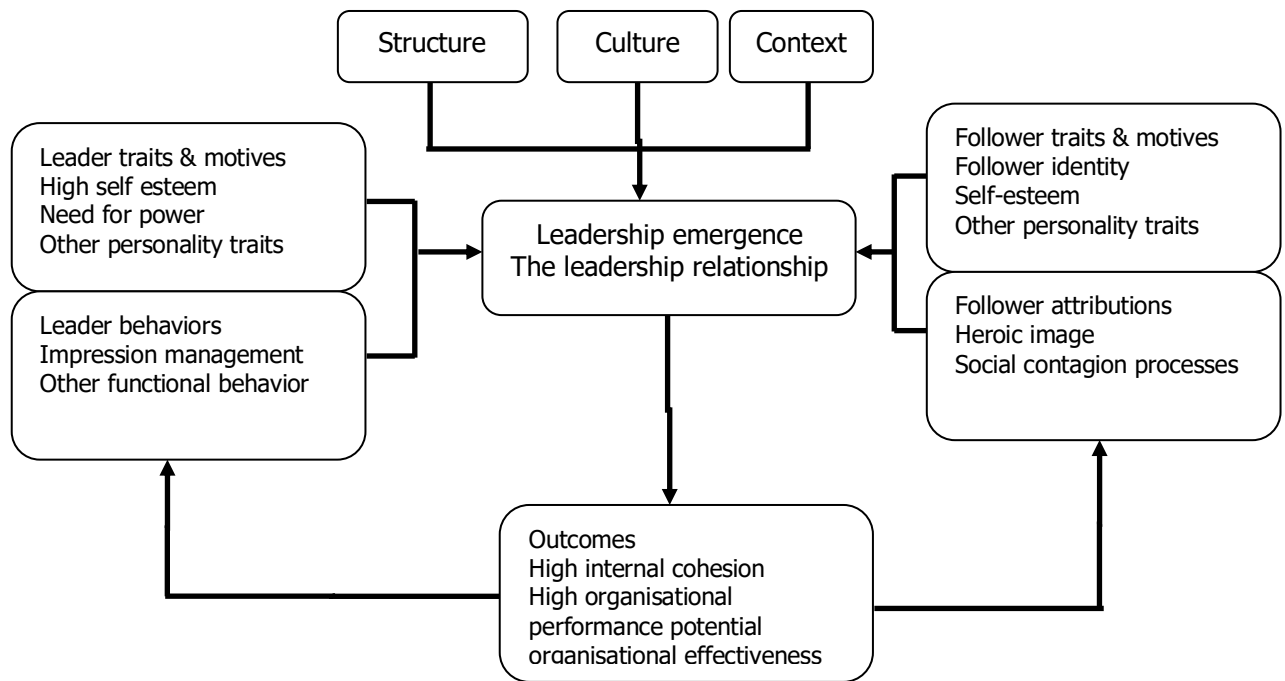
The theoretical model of leadership process

Source: Dorforman et al 1997

According to House's Path-Goal Theory of leadership, subordinates' motivation, satisfaction and organisational performance can be predicated through individual effort. Yuki's Multiple Linkage model is designed to predict workgroup organisational performance. According to Dorforman et al., the two models possess several characteristics that can be used as a basis for leader behaviours in different cultures. However, there is a need for these models to

recognize national culture as a strong variable in organisational performance. Indeed there is a need to recognize culture as a caused variable that affects the level of leader behaviours in different societies. In other words, cross-cultural differences exist between leadership behaviours and styles.

2.4.1 Model of the modern perspective of leadership Environment



Source: Sidani's theory of leadership 2008

According to the model of leadership above, leadership is characterized as multiple functions involving the leader's traits and behaviours, followers' traits and attributions, and the situation/context. Such leaders aim to produce emergent organisational outcomes like followers' compliance and close adherence to the leader and organisational performance (Sidani 2008). Though Sidani's model is similar to the Western models of leadership, it is embedded in non-Western culture and therefore is important and significant to understand

how leadership happens, its perceptions and behaviours in non-Western cultures like Jordan.

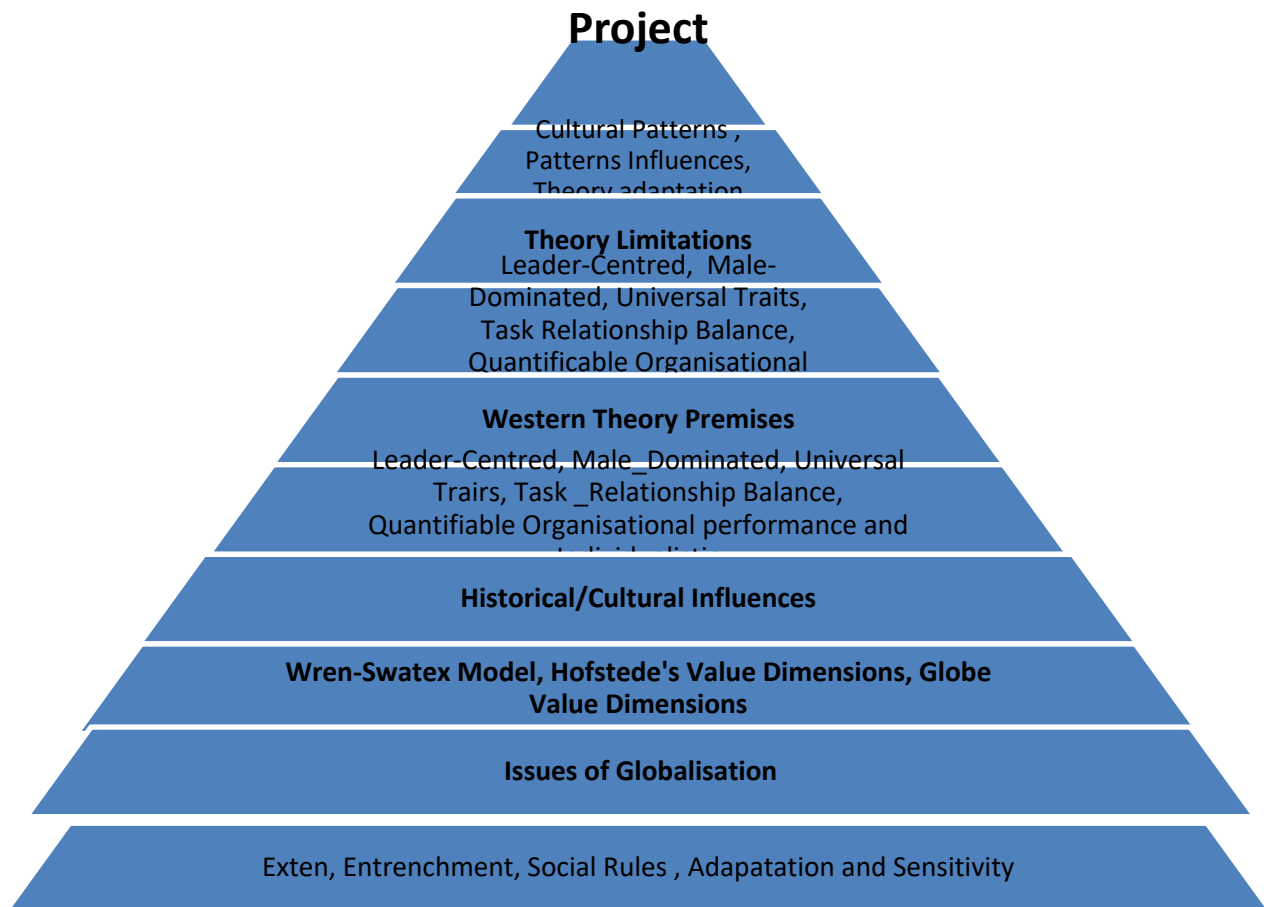
The modern perspective of leadership embraces personality traits such as self-esteem need for power and self-identity. However, contextual and environmental factors such as exist in different societies play major roles in assessing organisational performance.

It was noted that Western leadership perspective applies better in individualistic societies while the role of group bond or group feeling is more relevant in collectivist societies. The importance of religion as a significant factor and its effect on the social behaviour of leaders is important, and it has an effect on organisational performance. As Sidani (2008) puts it: “Any managerial or administrative relationship in many Middle Eastern societies would be deficient if it ignores concepts of group feeling and the pervasive impact of religion on everyday life.” Religion is significant to explain variations in the behaviours of leaders and organisational performance. So, the significant factor of religion and its impact in different societies like the Middle East needs to be considered. Thus, cultural and religious factors impact leadership perception and behaviour in some societies.

2.4.2 Global Leadership Theory

According to Perkins (2009), issues of global leadership affect our lives every day. He cites business, politics and popular culture as areas of activity characterizing our day to day behaviour. Perkins addresses six premises of Western leadership theories that present potential obstacles to leadership in non-Western cultures, and he then takes a synthetic approach to leadership behaviour based on cross-cultural interaction. Below is the global leadership model.

The Global Leadership –Learning Pyramid



Source: Perkins A. W. Global Leadership Study: A Theoretical Framework (2009)

The Model explains the strong point that societal values are the most important influence on leader behaviour in organisations. Perkins confirmed Hofstede and Hofstede's conclusions on the importance of cultural identity and recommending the adaptation of leadership style to meet societal demand and different situations. According to Hofstede and Hofstede (2005), the fundamental cultural differences between nations are in their values. Therefore, there is a need to visualize the relationship between one's societal values and those of other nations in order to understand leadership behaviour.

There are several limitations of Western Oriented leadership style when applied to non-Western Societies. For example, masculine leadership traits are not universally valued. (Perkins) Leader self-confidence, personal integrity and sociability are not as highly valued

in collectivistic societies as they are in the individualistic cultures such as the US and Western Europe (Northouse 2007). Regarding task relationship balance, the ideal leader in uncertainty avoiding societies is the benevolent autocrat. Equally, societies that place a high priority on egalitarianism resent the discipline and defectiveness of leader task behaviours (Carl et al. 2004).

This suggests that integrated leadership theory is possible, one that accounts for national and cultural variation. An integrated theory is necessary, especially in a global economy. Dorfman et al. (2004) identify typical leadership behaviours: charismatic/value-based, team-oriented, participative, human-oriented, autonomous, and self-protective. They contend such behaviours are necessary for a global economy. However, even if an integrated leadership theory that applies globally were possible, there is still a need to develop theories based on national and cultural variation.

It is important to note that globalization has had a great impact on individuals and societies. Giddens (2003), for example, has emphasized the importance of national identities to cross-cultural interactions. In other words, while there exist common threads or premises that give leadership theories and behaviours their Western identities, there are some constraints when it comes to their global application.

2.4.3 Interpersonal Skills

Interpersonal skills are significant for effective leadership, especially to affect organisational cultural change, which in turn can determine organisational performance improvements. Interpersonal skills are key to influence and convince employees and stakeholders to follow the company's strategy (Bass and Stogdill, 1990)

The goal of this study is to discover the attributes needed for top management leadership, including the CEO and its role on organisational cultural change which in turn can impact

on organisational performance. Friendly communication style (Gudykunst et al. 1996), charismatic leadership and human-oriented leadership (Kirkpatrick and Locke 1996) are key ingredients in motivating subordinates to improve their organisational performance in the workplace. Interpersonal skills are defined as the highly honed communicative skills of a leader (Barbuto and Burbach, 2006).

Conger, J. A., & Benjamin, B. (1999) argue that most past leadership theories are only studies of 'effective management'. Most managers focused only on company traditions, established power structures and change, if it happened, was incremental. They contend that change is more fundamental and systematic and satisfy the expectations of key stakeholders. In order to gain sustainable competitive advantage, leaders are needed capable of doing more than improving efficiency by reducing costs. They would need to change the way they view the world and global business. This, they argue, requires transforming systems that are well-entrenched in organisational culture, changing and modifying behaviours, and rewarding success. The leadership challenge is to make fundamental change, which requires a leader capable of fully comprehending competition, possessing competitive capabilities and 'taking appropriate actions to transform the organisation's environment in favourable ways is what leadership was now about.' (p. 12).

Hunt and Baruch (2003) note that companies invest much time and money in developing 'soft skills' of managers and leaders. But whether such training makes a difference is not adequately assessed. Their study revealed that interpersonal skills training has a varied impact on the 252 executives they studied. Their competencies did not improve comprehensively and not effectively. Consequently, in order to affect effective organisational culture change, leadership studies are still needed. Crucially, there is still a need to understand how leaders' knowledge and interpersonal skills can be applied to affect transformational organisational change. This requires a better explanation of transformational leadership.

2.5 Transformational Leadership And Organisational Cultural Change

It was established elsewhere in this study that transformational leadership is necessary if organisational cultural change is to be effected in order to improve organisational performance. According to Christina Folz (2019), it has been stated that a common set up where people come from the various backgrounds, interest perception, and educational qualifications come together and then use their skills to earn revenue. Changing organisational culture is the most complex leadership challenge. It is because the culture of the company comprises an interlocking set of roles, communication practices, values, roles etc. Culture of an organisation must be better that includes all employees together without arising the conflicts. In this manner, organisational change will develop a positive impact on the culture of the company. The foregoing is what constitutes transformational leadership. This is the type of leadership that motivates and inspires followers to achieve and exceed organisational performance levels through transforming employee's attitudes, beliefs and values. The opposite of transformational leadership is transactional leadership. The latter implies that the transactional leader gets people to perform by providing those rewards, especially monetary rewards (Burns 1978).

Therefore for any organisation such as the Royal Jordanian airlines to succeed in their operations, top management leadership should have the ability to inspire a shared vision and empowering others. Based on the opinion of White (2019), it has been considered that transformational leadership inspires members or people to attain unexpected outcomes. It provides autonomy to workers over particular jobs and authority in order to make the decisions once they trained. Developing the high- performance workforce has to enhance necessary, and leaders should inspire the members of the organisation to go beyond the requirement of tasks. It is a kind of leadership style which can inspire for the positive changes in those which follows. Generally, these are enthusiastic, passionate and energetic. At the same time, there should be a willingness to experiment and take risks and the openness to learn from mistakes.

2.5.1 Transformation Leadership

Thus, transformational leadership encompasses several aspects, including inspiring a shared vision, enabling others to act, encouraging followers to take action by fostering collaboration and providing them with opportunities to make informed decisions. A transformational leader is associated with organisational performance management practice. According to CIPD, organisational performance management is a holistic process bringing together many of the elements that make up the successful practice of people management, the industry, in particular, learning and development. Organisational performance management contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance (CIPD Fact Sheet, May 2013). From the foregoing, it can be established that the primary objective of organisational performance management is to motivate individuals within the workplace and as a result, improve and optimize the overall success of an organisation. It is the responsibility, therefore, of the transformational leader to ensure that employee engagement is the key to any organisation's success.

2.5.2 Leadership In Jordan

The objective of this section is to learn as much as possible about the cultural practices, management practices, organisational functioning and leadership styles within the context of Royal Jordanian airline culture.

The Royal Jordanian airline culture or society is characterized by high collectivism, paternalism, high power distance and masculinity. The Royal Jordanian airline culture resembles that of the Arab culture at large (this researcher is Royal Jordanian). Its Arab history and tradition of authoritarianism and omnipotent leaders has been enacted via benevolent autocratic and compliant follower roles which pervade Royal Jordanian airline society. High collectivism and paternalism in Jordan encourage benevolent autocratic

which appears to be a caring, supportive type of leadership. Arab culture is generally both directive and supportive, and this is also inherent in organisations.

Although authoritarianism tradition in Jordan is the norm, some form of Western liberalism is tolerated. For example, participative leadership involves trusting relationships as observed and studied in Western Europe and North America. Trusting relationships are fostered between managers and their subordinates, which also involves some kind of consultation (Hofstede 1980). However, the high collective nature of the Royal Jordanian airline society practices minimal approaches towards some form of Western-oriented cultural traditions. In the main, the Royal Jordanian airline society functions through relationships of power and influence. These phenomena are also reflected within organisations such as the Royal Jordanian airline. When it comes to leaders' contingent reward and punishment behaviours in organisations, one's power is demonstrated through the control of rewards and punishment. In some situations, the leader does not wish to embrace others in public but will show respect and in a culturally sensitive manner.

From the above; it can be established that the Royal Jordanian airline history is characterized by a collectivistic tradition living side by side with a limited Western liberal tradition. However, paternalistic behaviours and beliefs reign supreme in Jordan and Arab societies generally. The social structure is somewhat rigid in Arab societies which are also highly masculine. Women occupy distinctive places which are located mainly in the domestic domain. Women are generally regarded as homemakers while men are the breadwinners.

A further thought on Arab culture and therefore Royal Jordanian airline culture is the fact that the culture is characterized by 'patrimonialism'. This is a managerial philosophy which borders on paternalism, hierarchy, familism, mutual obligation, personalism and connections (Redding 1990). This cultural norm is where a leader maintains a harmonious considerate relationship with subordinates while being directive. According to Redding (1990), in patrimonialism culture, open discussion about the decision-making process is

regarded as a challenge to the leader's authority and is therefore not done. Subordinates generally assume that the leader has considered all factors before making a decision. According to Whitaker (2009) in Arab organisations, control is achieved through conformity, nepotism and obligation networks not through organisational performance, contingent rewards and punishment. A high power distance exists between management and subordinates. The latter is expected to exhibit loyalty, diligence and conformity.

Nepotism and cronyism are evident in Western management and workplace. Based on the opinion of Batke (2019), it has been stated that nepotism is a form of the discrimination under which family members are hired for reasons which do not have anything to do with their skills, knowledge and experience (Pearce, 2015). On the other hand, cronyism at the workplace is an act of hiring someone because they are friends. Both cronyism and nepotism are damaging not only for the department but the whole workplace in Jordanian airline. With favouritism, people develop a sense of an entitlement which can cause insubordination as well as disrespect for management and the other staff members; they can develop drop at workplace morale (Pearce & Huang, 2014). Their negative consequences are that these staff members are unqualified for performing their jobs because they were hired for whom they knew and not for their knowledge or qualifications. In case if senior, more qualified employees search that cronyism is distorting pay scale, then it results in an enhanced turnover of key staff members. In the Arab context, Hudson & Claasen (2017) suggest that evidence is unravelling in this area, and other research suggests that corporate control of Arab companies is consequently closed Hertog (2016).

This research, therefore, is being carried out in order to discover the ideal leadership model which is likely to impact on organisational cultural change and organisational performance within the Royal Jordanian airline. It is expected that broad issues of globalization, history, culture and leadership shall determine the kind of organisational cultural change best suited for the Royal Jordanian airline.

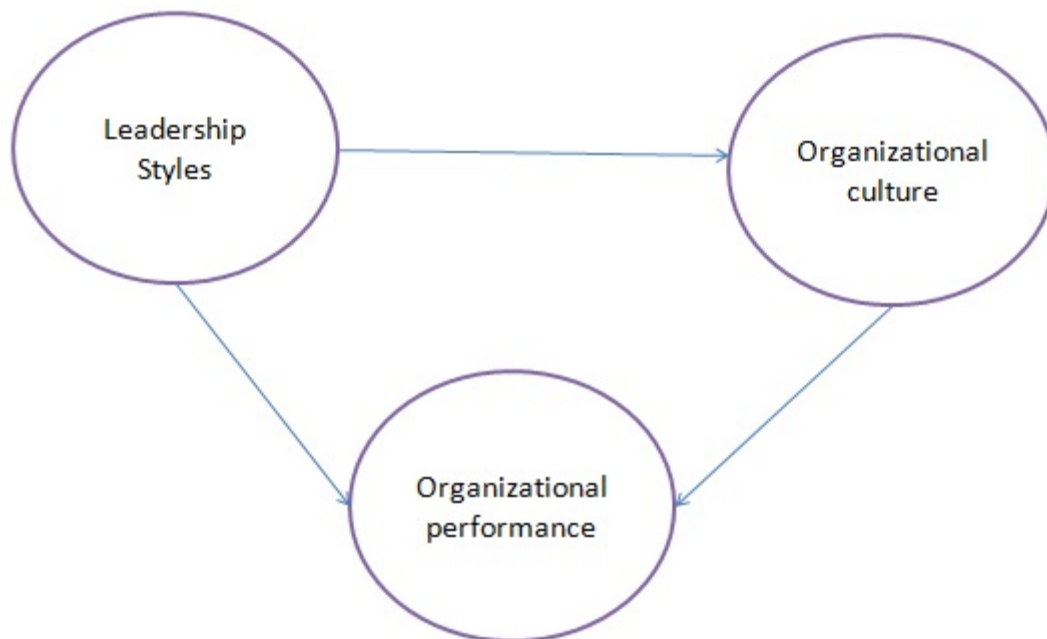
2.6 Culture, Organisational Culture And Organisational Cultural Change

The leadership, organisational culture and organisational performance are one of the most fundamental areas in the study of management (Schein, 1984; Noruzy et al., 2013). This is because of the strong relationship between organisational culture and organisational performance. Likewise, the topic of leadership and organisational performance is equally significant in this context as it is a little interesting subject. The theoretical literature on leadership began with the trait theory and expanded with the passage of time. Later the literature on leadership also expanded from the aspect of leadership styles, for instance, encouraging, participative, divine, transactional and transformational (Metcalf and Benn, 2013). However, academics, such as Men and Stacks (2013) theorize that leadership style is also connected with the organisational performance, as the result of which different kinds of leadership styles started gaining considerable importance in the business and management literature. These concepts of leadership, organisational culture and performance have also been examined independently (Gagliards, 1986). However, some studies give little attention to leadership while examining organisational culture (Ercetin and Banerjee, 2015). Therefore, still, there is a need for studying the concept of leadership, organisational culture and performance to understand the way of implementing change within the organisational context.

The study aims to develop an empirical conceptualization of Jordanian leadership style, organisational change, and organisational performance as reflected by Arabian cultural traits of leadership, by investigating the case of leadership and organisational transformation in the Royal Jordanian airline company. This study also develops the outcomes of the connection between different kinds of organisational culture, such as bureaucratic, competitive, innovative and others to organisational performance. Unlike other studies, this study is not done in the western context, but it reveals proof with respect to the organisational culture, leadership style and performance by taking the case of the Royal Jordanian airlines company. Very few works are done on the leadership and organisational performance, for example, Orabi (2016) worked on "the Impact of

Transformational Leadership Style on Organisational Performance: Evidence from Jordan". However, this study does not involve the aspect of organisational culture but only examine the relationship between leadership and organisational performance.

The culture is defined by Hofstede (1980) as the joint philosophy of intelligence which generates a distinction between the individuals of one faction from another. Likewise, according to Ercetin and Banerjee (2015), the concept of leadership is primarily related to the people and decision making with respect to related management actions. However, Noruzy et al. (2013) posit that leadership is a deep and vital subject, but surrounded by puzzling proposals and terms, open to broadly diverse elucidations, and leadership explanations and descriptions also differ a great deal. This study is unique in the sense that it examines three concepts, i.e. leadership, organisational culture and performance in relation to each other in the Jordanian context, which has not yet been explored by the other researchers. The organisational culture in Jordan is influenced by its tribal culture, which makes the leadership quite authoritative figure. The organisational culture in Jordan is some kind of power culture as leadership has dominant traits to manage a workforce. The conceptual description of the contribution of this study to knowledge is displayed below:



Cadden et al. (2013) wrote about the culture that the behaviour of employees in an organisation is shaped up by its culture, which comes initially from their tradition, values, and principles that they carry with them to the organisation wherein they work, which further influence the other workers in that organisation. However, Metcalf and Benn (2013) posit that each organisation has its individual targets and idea which are attained by each organisation in different ways, and that is the point where the sign of leadership and its style emerges. This is leadership that defines the ways to attain different short or long run organisational targets to achieve the organisational performance ultimately.

2.7 Field Of Study

The Royal Jordanian Board of members has elected Captain Suleiman Obeidat as CEO of Royal Jordanian Airlines on October 26, 2015 (AME Info, 2016). Captain Suleiman has been part of the aviation industry for the last 40 years. He initiated his career as a transport pilot in the Jordanian Air force and then switched to the Royal Jordanian to be a line captain (Rj.com, 2016). Later he served as director-general of the Jordanian Civil Aviation Authority and then promoted to become chief commissioner of the Jordanian Civil Aviation Regulatory Commission (Jordan Times, 2015).

From his career graph, it can be observed that he has been in the industry for a long enough period to understand the workings of the industry. Furthermore, even before being hired for such integral positions such as director-general and commissioner, Captain Suleiman has held various managerial positions in both Jordan Airline and Jordanian Air force (Associates, 2016). He has played a key role in liberalizing air transport policy and has played an integral role in restructuring the civil aviation authority (Rj.com, 2016). He even has tremendous experience in managing technical aspects of the airline.

The appointment of Captain Suleiman is considered to be a strategic move of the airline as it seeks to upgrade its functions, broaden its horizons and more importantly is looking to increase its profit margin in the coming years. The CEO is currently working on increasing the market share of the company, both domestically and internationally. In order to do so, the CEO has already launched services to various five new destinations such as Najaf, Jakarta and Ankara etc. as they are considered to be more commercially viable and can broaden the market for the airlines. Similarly, he has closed eight destinations as they were financially burdensome (User, 2016). The CEO is

keen on improving the financial performance of the airlines as he believes that it will directly impact the overall performance of the airline (International.visitjordan.com, 2016). He is also very keen on implementing new training programs for employees to enhance their customer service skills and to increase the efficiency and effectiveness of their services (International.visitjordan.com, 2016).

FIELD	AVIATION
Education	BSC in Military Science
Previous Designation	Commissioner of Jordanian Civil Aviation Regulatory Commission
Interpersonal Skills	Very good
Leadership Style	Transformational
Experience	40 years

CEO ability structure

From the various interviews and speeches given by the CEO, it can be determined that he places employees as an integral element of success. In various places, he has mentioned the training of employees that shows his dedication in empowering employees to manage not only their operational activities but also to be competent enough to improve the efficiency level of their services. He generates an aura of positivity and liveliness that can positively affect the energy level of employees as even in his past experience; it can be seen that he was responsible for restructuring and improving CAA. Being able to take such integral decisions like restructuring illustrates that the CEO has proficient interpersonal skills as in order to restructure the operations, an organisation has to go through various change processes that require constant support from the management and comprehensive communication and motivation to successfully implement the new structure (Bambacas and Patrickson, 2008). Interpersonal skills are an extremely important attribute of a leader as a leader can only be successful if he positively conveys his message to the employees

and can, in turn, identify and understand their point of view to take the future necessary decisions (Mumford et al., 2007).

Also through his speeches and interviews, it can be observed that Captain Suleiman is more inclined towards transformational leadership as he believes in transforming and bringing change to the airline through strategies that affect the processes of the entire organisation. From strategic decisions to opening and closing destinations to emphasizing on training programs to increase efficiency and focusing on improving customer service programs, the CEO is keen to transform and improve every element of the organisation (Trbusiness, 2016). The transformation leadership style is considered to be quite successful as it allows the elements of innovation, efficiency and modernization that can rejuvenate an organisation (Gumusluoglu and Ilsev, 2009). In the case of the Jordanian airlines, the transformational leadership is exactly what is required as it can provide the necessary competitive characteristics the airlines need to improve its profit margin and increases its market share.

Clark and Gruber (2017) suggest a research agenda for leader studies. Similarly, Sosik et al. (2018) suggest leader studies can advance leadership knowledge and practice. Their study showed support for leader character affects positive outcomes. Review of the literature above suggests that the leadership of the organisation in the Arabian context needs more field study. Understanding of Arabian leadership through field study would contribute to relating existing leadership and leader studies to the Arabian context. Therefore, the remainder of this review focuses on the leadership of the Arabian RJA organisation, its cultural features, and the organisational change required to improve performance.

As there is increasing interest in accounts of culturally contextual accounts of leadership (House et al., 1997; Den Hartog et al., 1999; Dickson et al., 2003), the contribution of this research is to explain leadership outcomes in the specific Jordanian Arabian context of Royal Jordanian airline as determined by organisational culture, external environment, and

Arabian culture. Cross-cultural leadership view is that different cultural groups give different conceptions of leadership entail. Since the research focuses on Arab leaders in Royal Jordanian airlines, the need to explain leadership in the Jordanian Arab context, and particularly in Royal Jordanian Airways, has been met. The study makes a contribution to knowledge about leadership and organisational change as mediated by Arab cultural traits in the context of Lewin's model. However, the relationship between leadership style, organisational change and organisational performance, within the Jordanian Arabian context needs to account for Arabian culture. Consequently, the study reveals that clear evidence of cross-cultural leadership by top management at Royal Jordanian airline. The present study reveals that cross-cultural leadership has an effect on organisational culture, as revealed by Feldman & Msibi's (2016) study too.

As Jordanian organisations like banks and airlines become more culturally diverse, better knowledge of organisational culture formation is necessary to improve performance. This can improve understanding of how to manage cross-cultural difference, as indicated in the present study. The specific themes emerging from the thematic analysis indicate the unique Jordanian Arabian context in which leadership is affecting the organisational cultural change in order to improve performance. These themes are challenges and strategic responses, implementation, organisational communication and culture, organisational change and performance. These themes are the same for any other company and reflect the cross-cultural leadership style of the leader and research in this area is well established for example House et al., (1997) and recently Feldman and Msibi (2016). However, because of the Jordanian Arabian context, which is reflected in the organisation culture, the leader manages these aspects with due consideration of the Arabian context. As Dickson et al. (2003) indicate in their review of the literature, there has been a decline in seeking universal leadership principles and more accounts of specific impacts of national culture on leadership.

2.7 1 Changes At The Royal Jordanian Airline

According to Walumbwa et al. (2004), every organisation follows a particular style of leadership which is implemented and followed by each of the employee functioning within that particular organisation. Similarly, as stated, the issue is not the one who comes first either customers, employees or the shareholders because employees are the ones that join hands with the company they are working with. That is why their satisfaction is important if the employees are happy, satisfied and work hard as a result of effective leadership style then the customers can be retained and catered in a far better way as before (Salahuddin, 2010). In addition to it, it has been mentioned by Aarons (2006) that there is a positive relationship between leadership and organisational performance. There are various types of leadership, including transformational, transactional, etc. Each of them is selected depending on the nature of the organisation.

However, the study by Assaf et al. (2016) indicated that at the Royal Jordanian airline (RJA), the leadership style followed is the transformational as it imposes significant effects on the commitment and affects the working environment as well. Similar to this, the results of the study indicated that RJA has to contemplate and shed light on the important and strong areas in order to keep the workforce of the airline satisfied. The CEO of RJA seeks to bring about the continuous changes so that performance can be enhanced more, and prevailing organisational culture can be improved more (Omolayo, 2007). At the RJA, it is noted that the affective commitment is quite exposed and appreciated by the employees of the airline as they feel quite satisfied. Moreover, with the help of study of Shaw (2011), it is also pinpointed that the leadership should maintain a similar attitude and make it a cornerstone at RJA.

At the strategic level, the CEO takes the important decision and affirms the decisions that have been already taken. It can be said that the survey to test the leadership at RJA indicated that there are less financial benefits and rewards that are being given to the employees who need to be changed (Müller & Turner, 2007). As averred by Arnold et al. (2001), the

benefits either monetary or fringe affects the performance of a firm in either way, including positive or negative. On the other hand, the culture of the organisation should be satisfactory enough so that the employees can work effectively and satisfactorily (Huey Yiing et al., 2009).

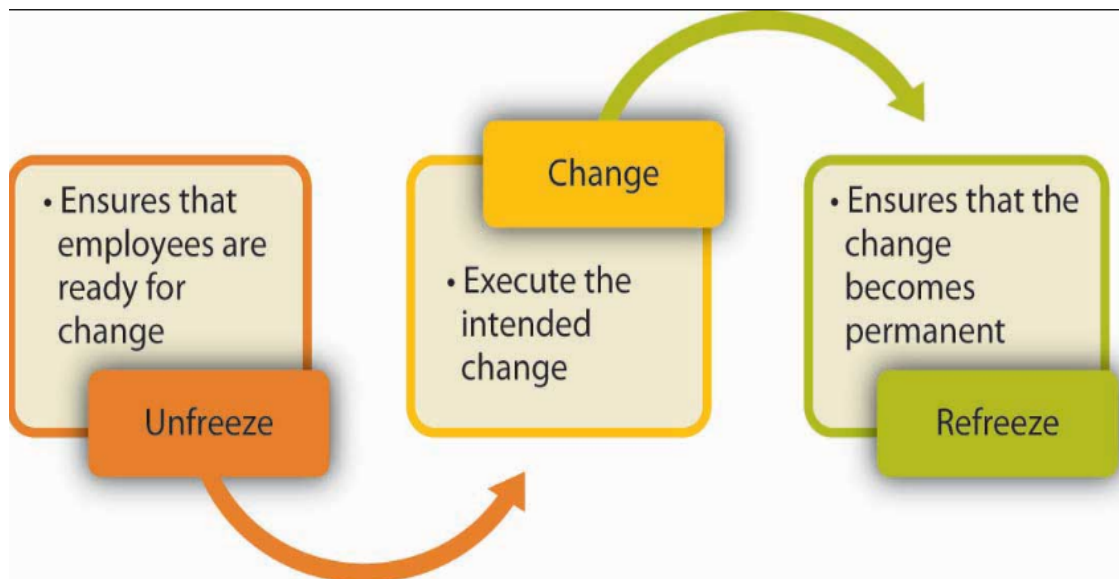
Furthermore, in Jordan, there is high inflation which makes the companies reluctant to offer handsome remuneration packages to the employees for retaining them. That is why at RJA, this is also one of the reasons for bringing about the continuous changes (Chang & Lee (2007). According to Barnes & Morgeson (2007), every employee wants his/her job security, that is the essence and enables the employees to stay committed with their organisation. The employees at RJA have a fear of losing their job, and due to low income, they are not fully satisfied (Need, 2006). Here comes the role of leadership of RJA, the CEO needs to take suitable measures for ensuring the worker's satisfaction which influences their wellbeing and contributes to the performance of the airline. At RJA, it is also believed that they have a lack of trust and confidence in being respected by the leader at the airline. In addition to it, it is also highlighted that the CEO of RJA need to take considerable steps for making the employees committed, this can be done by offering them more of the benefits and compensating them (Tzeng, 2002).

According to Brymer & Gray (2006), the transformational leadership style is backed by the idea that transformational leadership is one of the processes in which the followers and leaders tend to take such moves that are more advanced stages of motivation and morality. The focus is also on improvising the quality level of ethics and morality for preserving organisational integrity. In contrast to this, it has been stated that transformational leadership includes the fact that the followers must trust their leader, respect him that will enable them to perform in a comprehensive manner. The vision of the leaders and followers are shared in order to get the tasks done in a far more effective manner. As far as the role of CEO as the leader is concerned, he is the one that deals with these issues in a far more effective manner and thus, leads the followers to get the job done. In case of RJA, the CEO need to implement sufficient amount of changes in the form of cultural change, as various employees functioning in the airline are the ones belonging to different cultures, and they tend to work collectively. For making them work together satisfactorily, there need to be

proper policies and a working culture that need to be practised with great zeal (Tzeng, 2002).

Based on the opinion of James MacGregor Burns (1978), it has been stated that transformational leadership is explained as the leadership approach that causes any kind of change in the social system as well as people. It develops the positive and valuable change in followers with attaining goals which are developed through leaders. It is a kind of theory where the leader works with the team in order to determine required change, developing a vision for guide change by inspiration and implementing change in tandem with committed team members.

As per the opinion of Mike Morrison (2019), Kurt Lewin change theory model is based on the three steps process and provides high-level approach related to change. It provides the manager with a framework in order to execute change effort that is sensitive always and should be made as seamless. As mentioned by Conger & Riggio (2005), there are various means and modes via which cultural change within the organisation can be implemented. In order to do this, there is a various change management model that can be applied by the organisation's leader. In contrast to this, it can be depicted that the traits of the leader are of crucial importance, and thus, enables the leaders to perform effectively while at the same time motivating employees. It can be highlighted that trait theory focuses on defining the effectiveness of the leaders by considering their individual characteristics (Pegler, 2012). In addition, Hellriegel & Slocum, (2009) stated that trait theories believe that the leaders tend to have innate and inherent qualities, however; the behavioural theories mentioned more democratic type of qualities within the leaders. One of such models is the one developed by Kurt Lewin that includes 3 phases that are unfreezing, change and refreeze. Lewin's model is a change model, but it is applied by leaders wanting to bring about organisational change. Indeed, leadership involves the use of an appropriate technique (Gini, 1997). The model mentioned below is the explanation of the change model that is illustrated pertaining to Royal Jordanian airline:



Unfreeze: According to Kamisan & King (2013), in the phase of unfreezing, the organisation considers that the employees and workers are ready for the change. Similarly, applying it to the case of Royal Jordan, it can be said that the CEO needs to structure strategies that include an incentive plan and set a certain performance level. For incorporating this, it can be highlighted that the company requires communicating the associated change with the employees and persuading them what will be the outcomes once the change is implemented. The main focus of this stage is to maintain the behaviour of the organisation at the present level. Under this, the organisation must be prepared for change, and it should be communicated that change is important and necessary for the success of the business. The leader communicates with its employees about the change in order to reduce the resistance to change in a better manner. Under this, the motivating change as well as creating the vision are two different activities in the unfreezing stage. There is a need for leaders to introduce information regarding learning firm for motivating members of the firm to include in planned change. In this phase, the leader at RJA will make the employees ready to accept the strategic change that will be made, which will eventually lead to higher levels of performance (Chiang & Hsieh, 2012).

Change: In the view of Ramlall (2004), the second phase is to implement the change that is followed by unfreezing in which employee become ready to accept the change. The execution of the intended change is being done in this phase. In this, leadership is most

necessary, and the leaders can make some process easier and also aids staff members to bear change. It consists of communication with staff members enough to adopt and take time. It is necessary for the leader to communicate with employees about the change and also motivate them in an effective manner. For explaining it in reference to RJA, it can be said that the change will be implemented in order to compensate the employees if they will be illustrating and reaching a certain level of performance. However, the employees of RJA once ready for the strategic change will accept all and will be working hard to accept the change implemented (Chiang and Hsieh, 2012).

Refreeze: This is the phase where the management of the organisation feels and ensures that the change has become permanent, and employees of the company have accepted the intended change. It indicates that the company should be stabilized in a new state after the movement stage. There is a requirement for the leader to reinforce the change and also make sure that a new way of doing the right things which becomes the routine. Leaders of the firm require to use the effective supporting mechanism for an instance norm, structures and culture to be reinforced learning and keep in a new state in the refreezing state. However, for implementing this phase to RJA, it can be said that the airline management and leader will monitor the performance to measure the performance of the change being incorporated. Similarly, they will be working hard for attaining the sufficient level of performance that also highlights the overall performance of the organisation (Watt & Hargis, 2010).

Group dynamics- It is a study or use of processes which included when the people in the group communication. It is a psychological process and system of behaviours occurring within social groups or between the social groups. A group with a positive dynamic is easy to be the spot. Under this, team members trust each other, work together, make the collective decisions etc.

Field Theory- It is an approach to understand the behaviour of the group by trying to map out the complexity of fields under which the behaviour is taken place. It is relevance as leadership theory and change is too highlighted, number weaknesses, as well as strengths, are explained.

The worker motivation is very crucial as well; the CEO/leader at the RJA seeks to take measures for satisfying the needs of their employees. They can apply various motivational tools for changing the culture of the organisation. In negation to this, as mentioned by Hautala (2006), the employees are the ones whose satisfaction and motivation is very important because, in the airline industry, only motivated employees can outperform. The motivational tools can be applied that can be in the form of implementing theories proposed by various scholars. One such theory is the Herzberg's theory that is concerned in highlighting the factors that do motivate individuals as well as de-motivate them, some of such factors are in the leader's control, for instance, working conditions and level of responsibility. Some of the factors are the ones that are out of the leader's control that includes their personal life. This theory is explicit that the CEO must consider relying on and guaranteeing the adequacy of hygiene factors so that the employee dissatisfaction is avoided (Lumley et al., 2011). Also, by implementing this very theory, RJA's management can make sure that the work is rewarding and stimulating for motivating the employees to work harder and better. In addition to it, Herzberg also emphasizes on the job enrichment for motivating employees. This theory enables the employees to consider motivational factors that improve the quality of the work.

On the other hand, it is pinpointed that the employee who works on an hourly basis are not the ones that are interested in job enrichment and job enlargement as well as will not be motivated by the increase in the pay. That is why, within the airline industry, the hourly pay is avoided. However, the RJA's leaders for enhancing the overall performance of the employees and organisation can consider rewarding and appraising them on every particular thing which motivates them (Pegler, 2012). Similar to this Bass (2008) added that too much of good things could be considered bad as well so employees should be given enough work tasks and responsibility that can be dealt by them and if they aren't prepared, this might lead to de-motivation.

In contrast to this, two factors assumed by Herzberg includes finding an association between productivity and satisfaction. So if the change implementation of culture takes place at the Royal Jordanian airline, this theory will be useful up to a great extent as it will

help in boosting employee morale as well as persuading them to work for the betterment of the airline (Herzberg et al., 2011). In addition to it, every employee wants and expects that his/her employment to be secured and stays with the organisation for the long term (Schneider & George 2011).

On the contrary, it can be said that the culture of the organisation is very useful, and that requires continuous changes as well. Firstly the cultural insights seek to offer awareness regarding the aspect that the employees are willing to accept change. Moreover, the cultural assessment of the organisation is also the one that helps in knowing the root cause of the problem.

In addition to it, for improvising the performance more, CEO also plans to conduct a survey among the employees in order to know where they stand and what their views are (Lumley et al., 2011). According to Shoemaker et al. (2007), it is essential to know the employee's views so that the company can have an idea of what aspects make employees uncomfortable and reluctant to work. With the help of this, the CEO at the RJA can know what more improvisations are still required and findings ways to fill the gap. Similar to this, it can be said that airline is the service industry, where feedback from the employees is integral as their satisfaction will lead to the satisfied customers that can be retained. On the other hand, the co-ordination and co-operation are among the key factors of success at both the airlines that can only be attained by the help of effective leadership and employee commitment. It can be added that the airlines tend to maintain a strong and satisfactory working environment that will enable employees to deliver good quality service in a way which enables them to keep their customers at the centre of focus as the customers are the key constituents (Gayathiri et al., 2013).

2.8 Problematicization Of Royal Jordanian Study

Bringing changes within organisational culture and leadership of an organisation is one complicated task that would require bringing various factors under consideration (Khalil Darwish & Singh, 2013). These factors affect the success of change implementation. The

cultural values, practices and beliefs of the region in which company has been operating are regarded as some of the factors that would also influence the organisational culture and leadership as well (Al-Refaie & Hanayneh, 2014). Considering this fact, it can be stated that bringing leadership and organisational changes within the Royal Jordanian would also require bringing these factors under consideration (Harfoushi, 2013). However, here the fact that the extents to which such factors have been influencing the work environment would matter as well (Al-Refaie & Hanayneh, 2014). It seems like certain factors have been affecting the reputation and service quality of Royal Jordanian, and that might include the increasing competition globally and the obsolete operational techniques that have been adopted by the company (Boyd et al., 2010; Harfoushi, 2013). Considering that, there is a need for bringing changes that are leadership and organisational change within the organisation (Khalil Darwish & Singh, 2013).

Considering the economy and the Jordanian system, it can be stated that the region does support business growth and development (Young et al., 2012). There are sectors that have been prevailing within Jordan and that include the service sector as well in which they have been generating revenue through transport, tourism, communication and other services in which the contribution of government is facilitating the growth of this sector. This growth and development have been helping in developing employment opportunities as well. Amman is regarded as the centre of all major businesses (Young et al., 2012). They are considering that it can be stated that Jordan would have higher uncertainty avoidance comparatively due to the fact that Jordan has been relying on a number of sectors and services that have been helping them in generating revenue (Nassar et al., 2013). This helps Jordan in maintaining economic stability as well (Qutaishat et al., 2012).

The culture of any country would affect the policies that have been developed associated with businesses and their operations. Considering that the businesses should be able to develop an understanding of the culture. Hofstede is regarded as one of the tools that have been greatly adapted for identifying the culture, values and perception of any country that would affect their business practices and customer perceptions as well (Alkailani et al.,

2012). Hofstede highlighted some of the major factors through which the culture of any country can be analysed. Analyzing the culture within Jordan while considering the factors that have been highlighted in Hofstede, it can be stated that Jordan is a country that has great power distance (Alkailani et al., 2012). This means that there are differences on the basis of position and that differentiates the extent to which individuals have authority (Al-Jaradat et al., 2013). Considering that it can be stated that the society would appreciate the hierarchy and this system would be implemented within organisations as well (Nusair et al., 2012). At the same time, there are certain advantages and disadvantages associated with this kind of system. While when it comes to change management, this power distance can have a negative impact on change implementation and management within the Royal Jordanian. It has been observed that in such kind of organisations the decisions are just majorly dependent upon the higher authorities that are implemented without considering the consent of employees at other levels (Sleihat et al., 2012). It has been highlighted that the companies or the organisations that have a hierarchy system with great power distance often fail to develop strong connection or relation with the employees at other levels (Nusair et al., 2012). Similar kind of factors can be observed within the Royal Jordanian. Moreover, it has been observed as well that in such kind of system the management or the leadership within organisations does not necessarily transfer all the essential information to other employees (Sleihat et al., 2012). Considering this factor within the organisational change management, this would be regarded as a major weakness from the leadership or management if they fail to transfer all the essential information for change management to other employees while highlighting the reasons for changes (Al-Jaradat et al., 2013). This factor would certainly affect the organisations operating within Jordan that would include the Royal Jordan as well that would develop challenges within change adoption.

They are considering that it can be stated that the organisations operating in Jordan would have bureaucracy affecting their businesses as well (Abu-Doush et al., 2013). This fact has been highlighted that bureaucracy is one of the factors that have been limiting the change implementation and management within Jordanian organisations. Certainly, this factor would limit the change implementation within Royal Jordanian as well. There is a various factor that is initiated due to this bureaucratic system within organisations that resist the change implementation within the Jordanian organisations, and that would include lack of

participation of employees within the change process, lack of trust and a weak relationship between employees and leadership or management, stringent policies and approaches adopted by the higher management or leadership, sharing insufficient information that fails to explain the aim and goal for change process (Mitchell et al., 2013). Considering that it can be stated that if royal Jordanian were operating with similarly stringent policies, this would affect the ability of organisation for accepting change. In such cases, often the organisations require an increased contribution of the employees working at all levels which certainly affects the job expectations for both employer and employees. All these factors limit the implementation of change within the Royal Jordanian. It can be stated that this factor of bureaucracy has been initiated or developed due to the cultural values and perception within Jordan that has been affecting the way in which organisations operate within this region (Mitchell et al., 2013).

Another factor that is considered important when it comes to the change implementation or management of employees during the change process is developing acceptance among employees for the change. Considering the fact that Jordan would have higher long term orientation, it can be stated that this would not be easy for the Jordanian organisations as well to accept the change readily (Alkailani et al., 2012). Jordan is one of the regions that would stick to its traditions, similar kind of factor is observed within its organisations as well in which the acceptance for the change process is not observed at all level by all the employees (Abu-Doush et al., 2013). In such cases, the management or the leadership within the organisation would play an essential role. They would play an essential role in developing acceptance among employees working at all levels for the change (Al-Sarayrah et al., 2016). However, this would again relate to the level of interaction, communication and involvement exist between leadership and the other employees. Another method that would be helpful in this regard would be providing employees within training and development programs that would help them in getting through the change process and developing adaptability for the new system (Mitchell et al., 2013). It has been observed that the major factors that contribute in making the change implementation successful include the leadership, communication between leadership or management and employees, employee involvement or employee engagement (Singh & Ahuja, 2012). Considering the

fact that the presence of all these factors within Jordanian organisations is not found to that great extent, this would certainly highlight the fact that Jordanian organisations would face challenges in change process implementation (Al-Sarayrah et al., 2016). This can help in developing an idea about the critical factors that Royal Jordanian would lack for implementing a successful change within the organisation.

However, there have been studies that highlighted the fact that the organisations operating within Jordan are taking these factors under consideration and have realized the role that these factors would play in organisational development (Qutaishat et al., 2012). Like considering the example of the research conducted by Al-Khaffaf, (2012) in which they conducted a study upon Applying Change Management Critical Success Factors in Bank of Jordan and Capital Bank. The research was focused upon the evaluation of the critical factors that would contribute to the change management process and would help in making them successful and helping companies in gaining competitive advantage. Through the research, it was found that some of those critical factors included availability of resources, top management or leadership within banks, quality, developing or maintaining employee satisfaction, providing with training and development programs, implementation of technology like for knowledge management within the change process, and the process that has been adopted for change management. Through the research, it has been observed that the availability and utilization of the resources in an efficient manner would also matter. Other than that, when it comes to managing the flow of information during the change process, the technology involved in knowledge management would be helpful as well.

There were certain leadership traits essential for change management were highlighted through the research conducted by Al-Khaffaf, (2012) as well that included encouraging employees at all levels for taking a logical risk and motivating them to think out of the box. Considering that it can be stated that the factors and challenges that have been mentioned above should be dealt at the management or leadership level within the organisation, so that leadership would be able to hold accountability and demonstrate the change adoption

that would be implemented or adopted by other employees as well (Al-Sarayrah et al., 2016).

2.9 Cultural Web Of The Royal Jordanian Airline

There are various classifications of levels and structures of organisational culture, including the influential ones Hofstede (2003), Schein (2010), Trompenaars (2006), and Deal & Kennedy (1983). As noted above an alternative stream of research seeks to engage espoused theory with practice in order to define organisational leadership (for example, Dickson et al., 2003; House et al., 2002; Javidan and House; 2001), this provides the actual context in which leadership happens, and organisational culture is arguably a significant variable in determining successful leadership. The two main approaches to analyse the culture of an organisation are the interpretive approach and the structural approach (Cacciattolo, 2014). Also, the web model of Johnson & Scholes (2001) and the definitions by Handy (1975; 1995) have been influential. Johnson (2000) investigates the ‘cultural web’ theory by studying how organisational culture informs managers’ deliberations. The actual ‘cultural web’ of Royal Jordanian Airways is now discussed on the basis of the above literature and related with other relevant literature.

According to Jawabreh et al. (2012), Royal Jordanian is one of the most prestigious airlines in Jordan, and its services have been recognized all across the Middle East and Africa. The reputation of Jordan airline’s corporate culture has been paramount, and the airline has even employed individuals that can adjust to its culture and can work in cohesion with other employees (Jawabreh et al., 2012). Moreover, working for the Royal Jordanian is considered extremely prestigious in Jordan, and the corporate culture across the airline also fosters goodwill as a result.

2.9.1 Stories

Royal Jordanian Airlines have been one of the most esteemed airlines across Jordan. Employees have always been highly influenced by the organisation’s corporate behaviour (Sun et al. 2007). The company’s employees always highlight the fact that the organisation

has complied with the needs, the society and the community (Jawabreh et al., 2012). The employees of RJ do carry with them a high sense of morale while working in the company as a result of the influential leadership of its senior management (Swart & Kinnie, 2010). Employees often discuss how their management has always made sure that their organisation has been able to comply with the core requirements of the internal and external environment (Metcalf, 2006). The new employees in the company are often told regarding the excellence and competency of the executive level management and are also highly motivated for learning new skills as it helps them to act effectively within the corporate world (Wright et al., 2005)

2.9.2 Rituals And Routines

The customers of Royal Jordanian Airline do expect a high level of diligence for the quality of service that the organisation has maintained over the last few years (McWilliams et al., 2006). The customers have remained satisfied with RJ's diversity management approaches as the company has been able to ensure the needs and demands of its service clients from a global perspective (Martin & Terblanche, 2003). The employees are extremely enthusiastic with regards to the benefit programs that have been planned by the company's management.

2.9.3 Symbols

Royal Jordanian Airline carries with itself a symbol of decorum and high dignity and also represents a relatively matchless quality that is related to the company's services and products. The company's employees have been working client-side and are also wearing a standard set of uniform while providing the best possible aviation services for all potential customers (Jawabreh et al., 2012). Staff working in RJ is extremely proud of such symbols (Patterson et al., 2004). Moreover, RJ's customers also want to enjoy the airline services of the company.

2.9.4 Organisational Structure

Royal Jordanian Airline follows an authoritarian organisational structure. All of the employees working across different business units of RJ tend to work across a hierarchy that is responsible for its smooth functioning (Smollan, 2006). Employees within the same level of hierarchy tend to work with a great level of cooperation and coordination with each other (Saa-Pere et al., 2002). Such an approach is highly beneficial for executing the planned work and for making important work-related decisions. Such cooperation proves to be extremely beneficial for the implementation of the complex strategies related to the various aspects of its business strategy (Strandgard Pedersen and Dobbin, 2006).

2.9.5 Control Systems

At the core of RJ's control systems is the concept of quality control. The core emphasis has been put towards providing good quality and sturdy furniture that would be passing their personal standards (Whiteoak et al., 2006). Another way of controlling the business operations of RJ has been towards making sure that the company's management works in close coordination with all of their subordinates. Tangible and intangible rewards are provided to employees that are able to generate profits and can play a significant part in cost minimization (Verbeeten, 2008).

2.9.6 Power Structures

Within RJ, the senior management is primarily comprised of the Jordanian nationals. It is evident that the company follows a culture of bureaucracy (Jawabreh et al., 2012). As a result, middle and senior management are primarily comprised of either Arabs or Jordanian citizens. However, all employees within Royal Jordanian airlines are consistently encouraged for there and this is primarily due to the organisation's friendly business strategy (Sonja and Phillips, 2004). Employees are consistently backed up for taking different responsibilities as this helps them to improve their personal performance. The

core philosophy of RJ is that every employee is pivotal to the company's success (Hutchings and Weir, 2006).

2.9.7 The Paradigm

The aggregate of all core elements of RJ's cultural web does illustrate a highly optimistic environment with regards to the work structure in the company (Mathew, 2007). One of the negative elements of RJ's business structure has been its bureaucratic culture. The subordinates have to blindly follow senior management (Lok et al., 2005). This also reflects the authoritarian culture that is primarily used across Jordan and is integrated with the tribal culture of the country. The subordinates within RJ are not allowed to question their seniors regarding the execution procedure of any planned work or for advising them for accomplishing any task differently. This particular aspect of RJ's culture can have a detrimental impact on the company's profitability and productivity in the long run (Martin & Terblanche, 2003).

2.9.8 Tribal Culture In Jordan

The overall extent to which tribalism can positively or negatively influence everyday life does tend to vary across different groups and individuals (Van Dijk and van Dick, 2009). Some of the key influencing factors in this regard include origin, individual background, area of residence and the individual's status within the community or the group (Van Knippenberg et al., 2009). The core difference towards the impact of tribalism on the life of individuals has been further enhanced due to the fact that the community of Jordan is comprised of three ethnic groups. They include East Bank Jordanians, Bedouin tribesmen, Palestine-Jordanian and East Bank Jordanians (Cunningham & Sarayrah, 1994).

One of the key influential factors for the individuals through which they get selected for jobs in Jordan is through the means of Wasta (Hutchings and Weir, 2006). Within Jordan, vacancies are primarily filled by means of jobs and personal connections as they are directly provided to relatives, friends and family members with extremely little focus

towards competency, experience and personal achievements (Szabla, 2007). Throughout the Arab region, social networks are built through the means of family networks that are considered a significant force for all integrated aspects of decision-making (Metcalf, 2006). As a result, they play an extremely pivotal role in the prosperity of individuals in this regard (Smollan, 2006).

Even though networking and social contacts could help individuals in the west to at least reach the interview stage, it does not help them for getting a job or by influencing the decision-making process of an organisation (Jawabreh et al., 2012). On the contrary, utilizing the *wasta* connection in Jordan could have a massive influence on the decisions of the organisations with regards to recruitment and selection (Hutchings and Weir, 2006). This is highly problematic for the organisational values that influence Jordan as it massively contradicts with the notion of equality and justice along with the opportunity that could be highly valued by different organisational frameworks. Within this regard, the use of *wasta* could certainly create unfairness for those groups that may not have any access to *wasta* (Metcalf, 2006). Individuals that do gain career benefits through the means of *wasta* do have massive benefits.

2.10 Problems Caused By Tribal Culture On Rj's Performance

As noted in the previous section, the actual cultural web of Royal Jordanian Airways is necessary to detail in order to explain the leadership of the organisation in terms of the required cultural change. Now, the significant issue of tribal culture needs to be analysed as a crucial aspect of this cultural web. Handy (1976) refers to culture as 'the first identity' signifying its crucial role in organisational change. House et al. (2002) reveal the impact of culture on leadership capacity and effectiveness. A particular aspect of culture in the Jordanian Arab context is tribalism and its impact on the whole of Jordanian society (Shryock, 2000). Jordanian tribalism affects leadership (Sabri, 2012). It is a fact that tribalism does have a negative impact on the productivity and profitability of RJ employees. Some of the core problems that have been caused by the tribal culture on RJ's performance are as follows

2.10.1 Lack Of Transparency

When the organisations create key decision based on personal connections and bias, then employees are bound to be unethical, and employees would also be disinterested towards the growth and prosperity of the company (Strandgard Pedersen and Dobbin, 2006). Having such an unethical business environment does hamper productivity (Sonja and Phillips, 2004).

2.10.2 Effects Of Tribal Culture On Rj Operations

According to the research of Al- Kandari and Gaithar (2011), the tribal culture plays a very crucial and vital role in shaping the characteristics and behaviour of the individuals associated with the organisation and their contribution to the overall performance of the organisation. The operations and business activities of Royal Jordanian have been affected by the tribal culture prevailing in the organisation (Jawabreh et al., 2012). However, the existing management in the organisation has been trying to change the culture of the organisation. Still, the existing culture has a strong foundation and structure, which makes it complicated and difficult for the management to amend the culture of the organisation (Ismail, 2011). The tribal culture, followed by the organisation tends to promote Arab culture attributes and characteristics. In addition to that, it has also influenced the hiring and selecting criteria of the employees. The employees in the organisation are hired based on personal contact and individual references that have negatively impacted the Human Resource Management as well (Kassim and Mohammed, 2013). The hiring process, because of the tribal culture has failed to hire good and useful employees that might contribute to increase the productivity level of the organisation. The research of Chmpitaz et al. (2007) highlighted in the fact that the company's environment has been uncertain and because of personal discrimination and reference among the employees, there has been a lack of positivity in the business relationship among the employees. The environment tends to have more personal and professional conflict, which have negatively influenced the revenue of the company. The rewards and incentives play a key role in increasing the

efficiency and dedication level of the organisation, and it is considered as an important tool for motivating the employees (Kassim and Mohammed, 2012). However, the Royal Jordanian has been to implement the reward and incentive strategy at their workplace, but they are not successful in implementing them fairly. Employees of personal preferences have been given most the rewards and incentives which results in lack of motivation among the employees and the hard employees tends to leave the organisation frequently which eventually increases the turnover cost of the company (Ismail, 2011). The research of Ghobbar and Friend (2002) highlighted the fact that, in the initial stages, the management of Royal of Jordanian was supporting the tribal culture following in the company as it was considered as an important aspect to promote the tribal values. Still, the increasing concept of tribal culture has negatively influenced the business operations of the company and affected the revenue of the company.

2.10.3 Domination Of Senior Management

If the senior management dominates and dictates how subordinates work, employees would be disinterested towards giving their best to the company (Mathew, 2007). This does result in a lack of coordination and teamwork that does limits the growth potential of the company (Smollan, 2006).

2.11 Barriers To Change In Rj's Culture

This part of the investigation is one of the most necessary. This section helps address issues and also determine the solutions of arisen problems. On the other hand, it helps provide a specific area like leadership, organisational change, the performance of the company and many others. There will be a discussion about the effects of Wasta and Tribal Culture in the Royal Jordanian. It helps in a proper understanding of the culture and provides effective knowledge. It will help in investigating the future.

Some of the key barriers to change with regards to Royal Jordanian Airlines organisational cultural management are discussed in this section with reference to relevant literature. This provides details of the actual context of the organisational leadership. In particular, it focusses on the issues and problems the leadership is encountering. Research has recognised these issues as illustrated by the quoted literature which is related to Royal Jordanian airline.

2.11.1 Lack Of Discipline

A corporate culture that does not create equality and transparency can result in promoting unethical behaviour within the organisation (Verbeeten, 2008). There have been issues related to bias within RJ as Jordan citizens and Arabs are given priority over other expatriates (Hutchings and Weir, 2006). This creates a lack of motivation for the employees, and it may also result in those employees being highly indisciplined (Whiteoak et al., 2006). For maintaining sustainability, RJ's management does have an inherent responsibility for maintaining discipline within the organisation as it should focus on creating transparency and equality within the company (Yilmaz & Ergun, 2008).

2.11.2 Lack Of Harmony And Cohesion

The culture of an organisation is certainly much more than slogans and symbols. The detrimental impact of hiring employees merely on the basis of tribe and social influence has a negative impact on its cohesion and harmony (Whiteoak et al., 2006). Moreover, hiring individuals that don't share the same set of goals, values, and objectives can also weaken the relationship between all associated employees (Sonja and Phillips, 2004). An organisation's culture is massively influenced as a result of the actions and behaviour of its employees (Yilmaz & Ergun, 2008). It is important for the management of RJ to realize the fact that an organisation's culture can certainly transform the manner in which employee performance and the process through which they contribute to the cultural

stream. Due to this reason, less emphasis should be paid towards tribalism and more towards competency (Metcalf, 2006).

2.11.3 Tribal Leadership And Its Effects On The Performance Of The Organisation

According to the research of Abdalla and Al- Homoud (2001), the tribal leadership enables the leader of the organisation to concentrate on specific words and actions that represents the tribal culture established in the organisation. However, the tribal leadership ignores the searching for new ways and working attitudes that might help them to bring creativity and innovation in the production and to achieve the aims of the company. The tribal leadership has also been a concern for the Royal Jordanian as the leadership is also influenced by the tribal culture of the organisation (Ismail, 2011). The following factors could be considered while discussing the leadership effects of the Royal Jordanian through the tribal culture:

2.11.4 Decision-Making Skills In Complicated Circumstances

The research of Dewan and Myatt (2008) emphasized the fact that the decision-making skills of the leaders are highly affected by the increasing tendency of tribal culture. The foremost objective of the leader in any organisation is to quickly make decisions in difficult scenarios which will help the organisation increase its efficiency and productivity. However, through the concept of tribal culture, leadership decision making focuses more on aligning the preferred individual goals rather than achieving the desired goals of the company (Madera and Smith, 2009). In addition to that, the decisions made by the tribal leaders will not be including the employees who are neutral without being associated to any cultural tribe which can eventually create a communication gap between the leadership and the employees (Madera and Smith, 2009).

2.11.5 Commitment Level

According to the research of Eisenberger et al. (2010), an effective and successful leader would be ensuring that his commitment level is on to the optimum level. Moreover, a leader also needs to transform that commitment and dedication to the management by their planning and experience of management which helps the organisation to achieve the goals and objectives of the company more effectively. However, the tribal leaders are not able to increase their efficiency level and commitment as they are more focused on the wellbeing of the individuals rather than the wellbeing of the organisation that enables the individuals who are associated with increasing their personal interest and goals while neglecting the goals of the organisation (Shum et al., 2008). Moreover, hardworking employees face a lot of resistance in performing well and with an increasing dedication to the organisation.

2.11.6 Sponsor Of Changes

According to the research of Saparnise et al. (2015), bringing in regular changes and adopting a learning behaviour is the sign of fresh management and learning employees. It is also pivotal for an effective leader to always bring on innovative and creative changes in the organisation that will further expand the business operations and activities of the organisation (Nadler and Tushman, 1990). These changes are made to improve the future vision and mission of the company and enable the employees to support a learning behaviour and provide them with an opportunity to extra new and skills that would help the organisation to increase efficiency in their working standards and gain a competitive edge among other existing companies. Whereas, the research of Pieterse et al. (2012) emphasized on the fact that the tribal leadership tends to maintain the same tribal culture that has been followed in the organisation for a very long time. If the management or senior authority tries to introduce any change in the organisation, it is either rejected or resisted by the tribal leadership, which eventually influences the business operations (Lunenburg, 2010). The same circumstances have been faced by the Royal Jordanian as the leadership is not intended to change the tribal culture that has been followed in the organisation (Ismail, 2011).

2.11.7 Increasing Bureaucracy

An increasing level of Bureaucracy has also affected the Royal Jordanian through the following ways:

1. According to the research of Van et al. (2008), different departments of the organisations are not able to align the organisational goals. In addition to that, the department is not able to work with complete consequences. Hence, the desired goals of the organisations are not accomplished.
2. The head of the department is keener and focused on saving the budget of the organisation and saves the efficiency of the employees associated with their department (Harper, 2015).
3. The employees seem to work hard more on achieving their personal goals and gain power for personal purpose. Therefore, there is high conflict in the working environment of the Royal Jordanian.
4. The research of Elci and Alpan (2009) emphasised on the fact that the employees are much interested in achieving their personal goals and they are very busy in protecting their interest which disables them to fulfil the responsibility to achieve the goals of the organisation
5. According to the research of Hatch and Cunliffe (2013), the mistakes and failures are neglected and covered. In addition to that, the hard work of the sincere and highly dedicated employees is also ignored by the organisation which tends them also to follow the same tribal culture, which could help them to gain recognition in the organisation. Regular ignoring the mistakes could also result in regular failures and not trying to think for an appropriate solution (Hatch and Cunliffe, 2012).
6. According to the research of Chen et al. (2011), a tribal group is formed that shares the same values and norms. However, the employees that are not the part of the group are being neglected, and they consider as they are not the part of the organisation which decreases their motivational level and their tendency to work in the organisation for a long period. However, this decreasing attitude and commitment of the employees could harm

the production level as well as a spread bad image for the organisation which could make it difficult and complicated for the organisation to find new talent for the organisation to increase their revenue and produce goods and services as per the need of the consumers (Behrends, 2007).

2.11.8 Effects Of Wasta And Tribal Culture In The Royal Jordanian

According to the research of Al- Rahmani (2008), Wasta is the direct outcome of the tribal culture existing in the organisation. The concept of Wasta is especially prevailing in the multinational companies of Jordan as the employees working in the organisations are very intended and focused on building the structure of preferred individuals (Ta'Amnha, 2016). It has been considered that the impact of Wasta affects the performance of Human Resource Management. In addition to that, the Jordanian society prefers personal relation over individual talent that negatively influence the efficiency level and production standard of the organisation (Kilani et al., 2015). Royal Jordanian Airline has also been influenced by the increasing trend of Wasta among senior management (Barnett et al., 2013). Therefore, the effectiveness of Human Resource Management in the company has declined to certain extends. In addition to that, the implication of Wasta has also been impacting the economy of Jordan, a majority of the hard-working employees are either unemployed or migrating to the European countries for seeking better employment opportunities. According to the research of Lust-Okar (2009), Royal Jordanian like other organisations in Jordan is keen to hire the employees on personal reference through which the deserving candidates are either neglected or rejected during the initial stages of recruitment. On the other hand, employees in Jordan organisation culture has favoured the concept of Wasta by presenting the perception that it helps them to present a conflict-free environment and save the turnover cost (Tlaiss and Kauser, 2011).

2.11.9 Neutralizing The Affection Of Wasta And Tribal Culture In Royal Jordanian

The research of Amarakoon et al. (2016) emphasized on the fact that in the current business scenario, Human Resource Management has been playing a crucial role in creating a competitive advantage for the company. Moreover, the strategic role played by the Human Resource Management is important to attain the goals of the organisation. However, the significance of Human Resource Management is decreasing in the organisations adopting the values of tribal culture and preferring Wasta and personal networks (Al-Ramahi, 2008). By minimizing the concepts of these aspects, organisations can enable the conception of equal and fair recruitment that will not only create a good sense of competition at the workplace, but it will also increase the commitment and dedication level of the employees (Gilani et al., 2016). Tribal culture affects higher management, and Royal Jordanian has been under the tribal culture. Therefore, the higher management of Royal Jordanian needs to concentrate more on the organisational outcomes and goals rather than the personal goals which will also help them to disable the increasing tendency of tribal culture and Wasta prevailing in the existing environment (Straub et al., 2002). Neutralizing the affection of Wasta and tribal culture will also give the opportunity to the business to expand their business opportunities as all the departments would be working on mutual consequences. Through this step, the company can also present its positive contribution to improving the economy of the country and state. In addition to that, it will help the organisation to strengthen the Human Resource Management (Barnett et al., 2013).

2.11.10 Incentives And Motivation

As per the modern organisational perspective, motivations and incentives play a very crucial role in increasing the efficiency level in the performance of the employees and increase the production of the organisation (Depue and Collins, 1999) In addition to that, providing incentives motivate the employees to work for a longer period of time which will save the cost of the organisation that would positively influence the production cost. Royal Jordanian will need to implement certain motivational tools for motivating the employees in an environment that is controlled by preferred individuals. Moreover, the incentives and

motivational techniques should be used to align all the departments to work for mutual goals and objectives of the company (Berridge, 2012). According to the research of Fehr et al. (2013), if all the departments are able to work with mutual consequences, it would be a great opportunity for Royal Jordanian to minimise their cost and attain the desired objectives easily which will help them to increase their profits.

2.11.11 Employee Involvement

The research of Andries and Czarnitzki (2014) highlighted the fact that employee involvement procedure enables the employees of lower rank in the hierarchy to contribute to the decision making of the organisation by presenting their point of views and perceptions about what steps they think could help the company to achieve the desired goals of the company. Employee involvement increases the interest level of the employees and enables Royal Jordanian to minimise the tribal culture influence by giving chances to the employees who are not associated to the tribes (Mowbray et al., 2015). Moreover, it will also help the company to evaluate the decision-making skills of the employees. The research of Porter et al. (2016) highlighted the fact that the senior management of the company can also be positively be influenced by the motivational tool as it will help them to take ideas and point of views of the employees to develop their decision-making skills easily. The Royal Jordanian through this motivational tool can also align the performance of different department to achieve the mutual goals of the company as all the decisions would be taken by the employees. Then they will work with added responsibility and commitment (Berridge, 2012).

2.11.12 Increasing Training And Development Program

According to the research of Tabvuma et al. (2015), training and development programs are one of the most pivotal motivational tools to bring the best abilities of the employees into work. With the personal preference of individual and tribal culture being highly focused in the Royal Jordanian the training and development program for the deserving employees would help them to motivate them and bring into line employees belonging to

different departments for understanding each other and working which mutual consequences (Settle et al., 2016). Through effective training and development, the following advantages will be encountered by the organisation:

- The research of Dhar (2015) highlighted the fact that the regular training and development programs will help the employees to learn ways to minimize the cost of the product and increase the profit margin.
- Training also enables the organisation to maintain a positive business relationship and safe themselves from the personal conflict that is existing in the organisation. Moreover, it will also help them to focus more on their performance and increasing production of the company rather than falling on for the tribal culture (Tabvuma et al., 2015).
- Training will also help the employees to adopt a learning behaviour which will help them to adapt to the changes quickly rather than showing resistance, which negatively influences the company performance (Settle et al., 2016).
- Through training and development, employees are able to learn different techniques and ways of dealing with the communication gap develop in the working environment because of conflicts between the senior and the junior management (Law et al., 2015)

2.11.13 Performance Management

According to the research of Babaita et al. (2016), there are different benefits associated with performance management. These benefits could be discussed as:

Planning Goals

The higher management, once planning the goals and objectives of the company, should know the abilities of each employee and then allocate different tasks to employees (Mone and London, 2014). Through effective evaluation of the performance, the management would be able to identify the core competencies of the employees and utilize them in the most effective way (De Waal, 2013).

Identify the Weakness

The research of Korschun et al. (2014) emphasized on the fact that regular performance management would enable the organisation to identify the weakness of the employees and then provide them with effective training to overcome the weakness and extract new skills. Sometimes the organisation are not able to recognize the weaknesses of the employees due to which the production is negatively affected (Kehoe and Wright, 2015).

Rewards and Recognition

According to the research of Mehmood et al. (2013), effective performance recognition will help the organisations to recognize the performance of the employees who are working with commitment and dedication. In addition to this, performance management also enables the organisation to fairly distribute the rewards and incentive through equal and fair means (Singh, 2016).

2.11.14 Performance Management In Royal Jordanian

The research of Kassim and Mohammad (2013) emphasized on the fact that the existing culture of Royal Jordanian has been controlled by the tribal culture. Human Resource Management could take the initiative of implementing the performance management criteria to take the benefits of the advantages discussed above. However, performance management would be difficult for the company as tribal groups prevailing in the organisation would make it difficult to evaluate the performance effectively (Settle et al., 2016). Through performance management, Royal Jordanian could create a sense of fear factor in the minds of the employees, which will force them to improve their performance to save them from encountering a negative performance report. The role of senior managers would be very crucial as they would have to ignore the norms followed in the tribal cultures and implement fair means to develop their report while measuring the performance of the employees (Bneoliel and Somech, 2016).

2.12 Focal Constructs

The review of the literature in this Chapter reveals several focal constructs relevant to this study: external environment, leadership, internal environment, organisational change, and organisational performance. Each component helps investigate in a detailed manner. Under this, the external environment develops a negative impact on leadership because it is not under the control of leaders and impact on operations as well as activities of the business. On the other hand, the internal environment is related to the inside of a company that can control in an easy manner. The leaders can easily control the internal factors and able to perform their tasks or activities in a significant way. It is a responsibility of the leader to analyse internal as well as external environment to reduce the negative impact on given activities in a negative manner. Leadership plays a necessary role in an organisation to guide as well as provide direction to team members so that they can able to perform in a better manner and focus on efficiently attaining the specific objectives. Leaders inspire other people so that they can able to perform in a better way; effective leadership is based upon ideas and include the others in the decision-making process. An organisational change is related to the procedure of changing strategies, technologies, culture, processes of organisation and impact of such kind of change at the workplace. It is related to any changes which occur in a working environment. Leaders engage the team members to work in a better manner and also focus on attaining specific objectives. The organisational performance comprises actual results or outputs of the company that measures against intended inputs. It consists of analyzing the performance of the firm against its goals or objectives. In order to make an improvement in the performance of the company, there is a need for improving the employees' performance level.

2.13 Conclusion

The adaptability of the tribal culture has been a negative influence especially for the organisations who are following the Arab culture as it has introduced the concept of WASTA and personal preferences which has unvalued the employees who were working with dedication and commitment. In addition to this, the overall progress seems to stick

while following the tribal culture as the leadership is restricted to bring necessary changes in the organisation.

The Royal Jordanian has also encountered the same problems as the tribal culture has been existing in their organisation for a very long period. Moreover, it has prevented their management from taking quick decisions as they focus more on personal goals rather than taking effective measures to attain the goals of the organisation. By allowing the expansion of tribal culture, the Royal Jordanian has been encountering difficulties to amend or revolve their cultural dimensions which are backing them away from the use of advance technology and seeking new innovative and creative for the betterment of the organisation.

CHAPTER 3: CONCEPTUAL FRAMEWORK

3.1 Introduction

The literature review reveals critical aspects of the external environment, internal environment, leadership, organisational change, and organisational performance. It is proposed that Royal Jordanian airlines leaders scan the external environment to assess market needs and competition and relate them to the internal environment in terms of required changes to operations to deliver expected performance. These then provide necessary information to devise organisational change or transforming strategies to deliver performance as the alternative literature indicates (Hamrin, 2016; Dickson et al., 2003; House et al., 2002; Javidan and House; 2001; House et al., 1997; Dorfman, 1996; Den Hartog et al., 1999), more relevant accounts of leadership result when the actual context of their application is considered. Consequently, the proposed conceptual framework is developed in this chapter for interpretation in the Roayl Jordanian Airline within in the Arabian context.

Such focus on the actual context of leadership and particularly the effect of national culture is consistent with current emphasis on impactful research (Faff & Kastle, (2016). Designing research for impact is particularly relevant to this study, as the outcome is of interest to the practitioner stakeholders – leadership of Royal Jordanian airlines is keen to learn what they can do better and how they can change the organisational culture to improve performance. Following Faff & Kastle’s research pitch tool, the present research targets non-academic external stakeholders, namely the leadership of Royal Jordanian airlines to improve engagement and impact with the research. Engagement and impact are an important objective of the research. Such engagement and impact is keener in the Jordanian Arab context because as the researcher is trusted, the research can have a greater impact.

The particular issues of relevance to Royal Jordanian leadership are organisational culture change, motivation, and leadership development. For this purpose, the conceptual framework was designed to operationalize the research objectives. First, the nature of a conceptual framework is discussed with reference to literature on designing research.

Then, in accordance with impactful research design, the specific contextual issues and concerns of leaders of Royal Jordanian airline are discussed with references to relevant literature. This explanation also serves to provide a description of the setting of the leadership challenge, which is in accordance with meeting the needs of practising leadership that Rost (1993; 2000) contends is necessary. Thus it is necessary to consider the setting of leadership in order to enhance the relevance of the conceptual framework findings for practice. Then the conceptual framework is developed by identifying key concepts and variables. These are related to both the actual setting of the leadership challenge and supported by relevant literature. Finally, consideration is given to operationalizing the concepts.

The conceptual framework is a theoretical scheme which consists of the researcher's own position on a research problem and available theory or theories (Alvesson and Sveningsson 2008:7). The conceptual framework consists of the key factors, the variables both dependent and independent and the presumed relationships amongst them. In a nutshell, the conceptual framework serves as a guide in conducting an investigation. In other words, the research process involves data collection and analysis, and the theory guides the outcome of the study.

The conceptual framework will enable setting out the explanation or framing the expected empirical observations about the concepts and their relationships. This framing is the explanation of the phenomenon of transformational leadership. The conceptual framework will be the focus for collecting data that will evidence the proposed explanation. Northouse (2015) states that a conceptual framework contains the concepts and interrelations that

provide the proposed explanation of the observed phenomenon. Recently, the Royal Jordanian airline has experienced a severe downturn and fierce competition, but the company has not yet been able to turn around its fortunes. The role of leadership is critical and in particular transformational leadership. How can transformational leaders bring about significant organisational cultural change to improve organisational performance? Their ability to do this, strengths and success needs to be explained. What is the explanation for transformational leadership to produce an organisational cultural change for enhanced organisational performance?

The core of a conceptual framework is an explanation. A conceptual framework details the concepts and their interrelations which can then be investigated empirically. It consists of variables, concepts and their interrelations to explain the observed object (Rocco and Plakhotnik, 2009). A conceptual scheme or describes the factors and their detailed relationships that produce an explanation of the observed phenomenon (Aldaweesh et al., 2012).

Significantly, the conceptual framework describes the potential contribution that is empirically verified by the research. As this research is about how transformational leaders can introduce radically different organisational cultural change to improve organisational performance, the proposed conceptual framework explains how leaders of Royal Jordanian seek to transform the company's culture to improve performance. It will investigate the issues and factors and observe them empirically to account for the phenomenon. The proposed conceptual framework include transformational leaders' perception of the challenge they face and how they plan and implement organisational cultural change. It encompasses their vast experience and knowledge about leading, designing and implementing organisational culture, and enhancing organisational performance. It includes their values and interpersonal skills they deploy to communicate their strategy and implement it effectively.

So the function of the conceptual framework is to provide an explanation of the observed phenomenon. Details of how the conceptual framework for this research is developed is

provided. Since the research approach is qualitative research, the conceptual framework examines the *context* in terms of Jordanian society and Royal Jordanian airline culture. In particular, how leaders and managers of Royal Jordanian airline lead and manage the company, especially in the current difficult economic market and faced with competition from other Middle Eastern and GCC airlines. The conceptual framework explains the relevant concepts from the literature used to explain the phenomenon, especially contextual factors. The Royal Jordanian leaders are located in a particular context, but they experience unique situations in which they are required to themselves perform. This is explained in the conceptual framework. This unique *situation* is significant to explain transformation leadership and how it affects organisational change for enhanced organisational performance. So, an analysis of the unique situations of leaders of Royal Jordanian airline is necessary through which the link or relationship between the specific context and the unique situation can be explained. It is also necessary to validate the conceptual framework. The proposed conceptual framework needs to be explained in terms of its relevance to explain the phenomenon.

As Northouse (2015) explains, a conceptual framework is used by researchers to set out the concepts and the links between them to explain the observed phenomenon. It identifies the objects for empirical observation, for which empirical data will be collected to explain the observed phenomenon. In terms of potential contribution to research, the conceptual framework reflects the researcher's own thinking or explanation about the observed phenomenon, which is formulated as the research problem. Critically, the conceptual framework, once set out, directs the empirical research study. Miles and Huberman (1994: 18) state that a conceptual framework: 'explains either graphically, or in narrative form, the main things to be studied – key factors, concepts or variable and the presumed relationship among them.' The literature review showed that leadership is a complex phenomenon; it is problematical to propose a universal theory of leadership, especially when viewed across national cultures. So any explanation of how Royal Jordanian leaders affect transformational change involving organisational culture, need to be sensitive to the specific Jordanian context and the unique Royal Jordanian airline situation. This is done by careful consideration of the contents of the conceptual framework.

There are many types or range of conceptual frameworks. Some specifically describe leadership, for example, Northouse (2015) or frameworks for leadership principles and how they can be used in practice. For example, Thomas (2005) determined five principles that explain effective leaders, which are: the principles a leader holds, a leader's passion for achieving a unique product, interest in people and in developing people, keen interest in performance and achieving the desired result, and perseverance in the face of adversity. Some frameworks are more theoretical because they focus on developing fundamental core explanatory constructs (Northouse, 2015). In this research, the conceptual framework proposed focuses on explaining and prediction of transformational leaders. It enables research of the observed phenomenon. The proposed explanation seeks evidence on reasons why organisational performance depends on organisational culture as shaped by transformational leaders. It explains the causes of such transformational leadership in the context of Jordan and the unique situation of Royal Jordanian airline.

Specifically, the conceptual framework introduces and defines the concepts of transformational leadership used in this research. It is necessary to provide unambiguous definitions and clear explanations of concepts and their interrelations that explain the rich context and unique situation of Royal Jordanian airlines in which transformational leadership happens. As seen in the literature review Chapter, previous research findings and theory has been used to identify relevant concepts, and by applying suitable and appropriate modifications to suit this project's research aims and objectives, they have been crafted into the conceptual framework of this research. So, this conceptual framework determines the relevant leadership concepts for transformational leadership in the Royal Jordanian airline and which can be generalisable.

3.2 Meeting The Research Aim And Objectives

Careful consideration of the research aim and objectives is necessary to develop the proposed conceptual framework as an explanation of transformational leadership in Royal Jordanian airline. The research aim and objectives are detailed in Chapter 1, Section 1.4. The aim of the research is to investigate transformational leadership capable of affecting organisational cultural change to improve organisational performance by studying the case of Royal Jordanian airline. However, as seen in the following Sections, such an explanation requires observable and theoretically plausible concepts of person, leadership, context, situation, business problem, etc. Such concepts should reflect the specific context and situation but also explain leaders' personal situation, their social situation and the context of Royal Jordanian Airline. Greene et al., (1989) argue that the conceptual framework or its purpose is to determine, define and explain the concepts and their relationships under study. Additionally, as this empirical research is about Jordanian transformational leaders, the cultural situation, variation of the situations, and specific contexts need to be accounted for.

Specifically, in order to explain empirically, the conceptual framework needs to be designed so that it adequately reflects the research aim and objectives set out in Chapter 1, Section 1.4. These objectives seek to collect evidence on leaders of Royal Jordanian Airlines and their effort to transform the company in order to improve organisational performance. The conceptual framework needs to reflect and enable investigation of leadership styles and leadership culture of Royal Jordanian airline's top executives, including CEO. It needs to contain concepts or variable to analyse the organisational structure of Royal Jordanian airline to understand factors that support or hinder leadership and organisational cultural change capable of improving organisational performance. Since context and situation are critical to culture, the conceptual framework needs to provide concepts and variable to analyse the organisation context to determine its impact on leadership style. Finally, the conceptual framework needs to enable examination of the

effect of Arabian culture, including national, tribal and religious traditions on transformational leadership styles.

The ultimate aim of the conceptual framework and the empirical data gathering that it enables, as well as the interpretation of the data, is to provide an explanation and drawn recommendations from it to improve organisational performance. The collected empirical data, enabled by the conceptual framework, should lead to the development of the empirically validated conceptual framework of transformation leadership, organisational cultural change and organisational performance. This framework needs to have theoretical significance too, and this possible only if the conceptual framework provided an accurate reflection of actuality. Most conceptual frameworks are flexible and can be modified or evolve during the fieldwork and research process. Especially in an inductive, qualitative research this kind of continuous development of the conceptual framework is an advantage. The key importance of conceptual frameworks in this regard is that they emphasize clear and deep understanding rather than prediction (Jabareen, 2009).

3.3 Developing The Conceptual Framework

Symth (2004) describes the development of a conceptual framework. It has multiple sources, including supervisors' experience, personal experience, and literature review and if required, rounds of empirical data gathering. The development of the present framework benefitted from all these sources. The primary first-hand source was the researcher's knowledge of and contacts at Royal Jordanian airlines that facilitated access and indicated the performance problem and its root in the inappropriate organisational culture. Then following discussions with the supervisor's relevant literature was identified, which helped to identify pertinent concepts and variables to investigate.

There are two types of conceptual frameworks, and these are process frameworks and content frameworks. The choice of which type is developed fundamentally depends on the type of explanation required. A process framework describes and explains the stages of a phenomenon, the phases or steps it takes as it unfolds. It is designed to answer 'how'

research questions. A content framework is designed to answer ‘why’ research questions. It defines variable or concepts and describes their relationships (Page and Wong 2000; Rocco and Plakhotnik, 2009). This research is concerned with understanding how transformational leadership takes place; therefore, a process conceptual framework is proposed.

In descriptive research approach, normally a conceptual framework predefined to investigate the specific research problem and often contain testable hypotheses. In qualitative research like this study, often the predefined conceptual framework changes or emerges over several rounds or iterations of data collection and analysis (Ravitch and Riggan, 2011). The exact form that a conceptual framework takes depending on the precise nature of the research problem. Hart (1998) contends that a conceptual framework is designed by completing a systematic and comprehensive literature review. Miles and Huberman (1994) state that an empirical problem is necessary before a conceptual framework can be created, and its specific purpose is to enable empirical investigation. The researcher can add value to either source of a conceptual framework, by drawing on their experience and particular understanding of the phenomenon or research problem. In particular, by defining the kind of data to be collected to understand and thoroughly explain the research problem (Miles and Huberman, 1994).

To undertake empirical research, a qualitative process conceptual framework was designed. It is a process conceptual framework because the aim is to explain how transformational leadership changes organisational culture to improve organisational performance. This was done by critically and systematically reviewing the relevant literature on dominant and influential leadership theories, which were identified by keywords and key critical transformational leadership concepts capable of explaining transformational leadership. This formed the conceptual framework for empirical investigation. It was the basis for formulating the in-depth interview questions for the interview with Royal Jordanian leaders and executives.

3.3.1 Deriving Constructs From Available Theory

The initial or tentative conceptual framework to study leadership was derived through the systematic and comprehensive critical literature review of relevant theories of transformational leadership, as well as specific research on Jordanian leadership. This required related theories on national culture, organisational culture and organisational performance, and general theories of leadership (Hart, 1998). An explanation of transformation leadership requires understanding the leaders themselves involved in organisational transformation. So it is necessary to account for Royal Jordanian airline leaders' experiences. Based on guidance by Kleihauer et al., (2012), the developing conceptual framework centred on understanding Royal Jordanian leaders experience through a central question: 'How did you try to change the culture of Royal Jordanian airline to achieve better organisational performance?' This basic question aims to understand the actual experiences of leaders and executives of Royal Jordanian. It was expected that the researcher would capture as much context- and situation-specific data as possible at this initial stage. This would describe the context of leadership. Situation and person or leader experiences means that the conceptual framework would serve its purpose of capturing the context of transformational leadership.

The main aim of this research is to understand the interplay between leadership, organisational change and organisational effectiveness in Royal Jordanian airline. As such, the study aims at investigating the relationship between the various leadership approaches and how these influence organisational performance. Suresh (2012 p156) argues that the concept of leadership has gained a "large amount of attention in recent years due to the realization by stakeholders that behind every achievement there is always a visionary leader who intercepts the future and lays down creative plans to make competition irrelevant". Therefore to get success in such an endeavour, the prevalence of effective leadership in the organisation is essential.

The key concepts in this study are leadership, organisational cultural change, organisational performance and leadership. One of the most important assets of an organisation is the human resource. This includes both employees and top management leaders. According to Suresh (2012 p156), visionary leaders are part of human resource, and that top organisational performance requires excellence in most areas of activity, including leadership, adaptation to change and skills. At the same time, employees' perceptions of the Royal Jordanian airline top management leadership styles and organisational commitment is crucial to the success of the company's operations.

A number of scholars (Suresh 2012, Yahchouchi 2009, Bass 1990, Budhwar2004 and Budhwar and Debrah 2001, 2004) have developed conceptual frameworks for analyzing leadership styles which included transformational and transactional leadership styles. These scholars found out and concluded that there was a positive correlation between transformational leadership style and organisational effectiveness. However, regarding the Middle-East, Yahchouchi (2009 p127) argues that compared to other parts of the world, the Middle-East region has less available literature related to the field of human resource management. He further points out those available references in the region focus mainly on the influence of Arab culture and Arab values on management practices and management systems.

It is against the foregoing standpoints that this research is trying to discover how the leadership of the Royal Jordanian airline might employ some leadership styles and organisational cultural change in order to improve organisational performance of the company. The impact of Islam and network connection called "wasta" have paternalistic tendencies. They can have negative implications on leadership practices in the Middle-Eastern region "Wasta" is an Arab term used to indicate the act of "supporting, favouring and even being generous to a specific person within families or community networks in a way that may seem unfair to others" (Yahchouchi 2009 p127). "Wasta" therefore, may have the effect of disregarding abilities and competency in the workplace resulting in non-organisational performance within the organisation.

This study is an attempt to discover how transformational leadership style and other styles instead of transactional leadership style might bring about organisational change and organisational commitment to the Royal Jordanian airlines. For example, there now exists what can be termed cross-cultural leadership theory based on learning about and from other cultures to implement some of the aspects of cross-cultural management. However, it must be noted that there is no one standard, correct style for all leaders in all situations at all times. Any group or individual behaves differently because sometimes tasks are different as such leaders must behave according to the situation prevailing at the time. This being the situational theory which implies using the most appropriate leadership style to suit the people and circumstances at a particular time.

The issues that need to be explored concern on how leadership is able to recognise challenges by scanning and their strategic responses. Also, once strategic responses have been designed how they are implemented and especially what organisational communication is used. These three, scanning, strategy, and implementation are then expected to result in the required organisational change and improved performance.

3.3.2 Cross-Cultural Leadership Theory

As previously mentioned, organisational effectiveness requires certain skills, attitudes, behaviours and knowledge that will enable the company to achieve its goals. However, CEO level management demands more than transformational and situational leadership. While transformational leadership is “charismatic, inspirational, intellectually stimulating and individually considerate” (Bass and Avolio, 2004: 541–5) cross-cultural leadership helps individual employees and other managers to transcend their individual cultural values for the sake of the larger vision of the company.

Cross-cultural leadership attempts to understand how individuals of different cultures interact with one another, whether socially, culturally, politically and more so in business (Gagliardi 1986:132–3). Cross-cultural leadership is crucial when an organisation is involved in cultural change. In order to survive and be competitive in the international markets, organisations must be prepared to change and adapt to changes in the external business environment. At the same time, employees need to be prepared for any change, but this requires a potent and cross-culture leader to drive any critical change. This leader must be an embodiment of a transformational, situational and cross-cultural leader.

Northouse (2001:15) defined transformational leadership as a process that changes and transforms individuals. He also defined that situational leadership examines how leaders can play an effective role in many different situations. However, cross-cultural leadership examines how leaders can adjust to different environments and work with other managers and employees of other cultures both at home and abroad (House et al., 2001).

The independent variable of cross-cultural leadership has been highlighted since previous studies have not dwelt on the theory in-depth, especially in the Middle-East situation. In this region, collectivistic cultural norms and values foster conformity in group, section or unit. In other words, national culture is considered a key factor for the understanding of Royal Jordanian airline manager's leadership. As such national culture influences leadership styles and employees' behaviour. But cross-cultural leadership is designed to broaden our understanding of a manager's leadership and employees' behaviour in broader terms that take into account intercultural standards. In other words, culture cannot just be considered as only nation-specific; it is also universal in orientation.

3.3.3 Problems And Prospects Or Organisational Cultural Changes In Royal Jordanian Airline

Many authors have observed that the global environment and the concept of the global village have led to tremendous changes in organisational culture and work practices (Kropp 2003, Yuki 2004, Gagliardi 1986, Singh and Omita 1986). Indeed, the modern global competitive environment requires a deeper understanding of how an organisation culture affects an organisation's organisational performance. Kropp (2003 p94) defines organisation culture as a cognitive framework consisting of "attitudes, values, behavioural norms and expectations shared by organisational members". In other words, organisational culture is the system of shared beliefs and values that "develop, within an organisation and guides the behaviour of its members" (Kropp 2003 p94).

From the above viewpoints, it can be established that the organisation culture emanates from societal culture. Yet, still, organisations have their own unique culture based on shared values and beliefs in the workplace. Problems affecting the Royal Jordanian airline in terms of organisational culture change lies in the national societal culture. As previously mentioned, the predominance of family and community-based networks can be obstacles and problems that affect organisational performance. Nepotism, cronyism and even corruption may become the by-products of the norms and values that are embedded in Royal Jordanian airline society (Colli 2003).

However, prospects for organisational change in Royal Jordanian airline lie in the fact that adaptation to changes in the external organisational environment provides the company with the opportunity to introduce measures designed to increase the levels of organisational performance. The leadership of the airline needs to facilitate organisational cultural change. As already mentioned, culture change can foster dramatic improvements in organisational performance; Changes in the situation demand changes

in the organisational culture. Globalization, workforce diversity and technological innovation, mergers and acquisitions make it compelling for organisational culture to change.

3.4 Motivation

One of the tools that can be used to drive cultural change in an organisation is motivation. Watkiss (2004 p5) defined motivation as the ‘initiation, direction, intensity and persistence of human behaviour’. It is the way to drive a person into doing something. In light of the viewpoint, it can be established that the motivation is the idea and the initiative to encourage and drive leaders and individual employees to perform better in the workplace. Thus the top management leaders of the Royal Jordanian airline can use the instrument of motivation, thereby directing employee behaviour towards cultural change.

Motivation in the workplace can have many effects on how leaders and employees can increase their efforts towards organisational change and improved organisational performance. The relationship between leadership style and motivation has a strong impact on organisational performance. As Suresh (2012 p157) puts it: effective leadership is considered a “determining factor in creating high organisational performance”. Organisational change, therefore is likely to improve organisational performance of the Royal Jordanian airline and the change is likely to lead to increased effectiveness, efficiency and profitability. This explains why it is essential to understand the relationship between leadership, motivation and organisational performance.

3.5 Training And Development

Organisations are constantly trying to adapt to the changing external environment in order for them to survive and perform better. One of the tools that can help organisations to achieve the foregoing standpoints is training. Since organisation culture is a “cognitive framework consisting of attitudes, values behaviour norms and expectations shared by

organisational members” (Kropp 2003), it becomes necessary for leaders of organisations to undergo some training if cultural change is to be affected. Organisations often fail in their change efforts because leaders may not have the necessary skills to bring about cultural change. Training can provide and prescribe a set of tools and procedures that help personal changes in organisations.

Leaders of the Royal Jordanian airline, for example, can undergo training whether at home or abroad in leadership skills, problem-solving skills, inter-cultural skills, inter-personal skills, attitudes and intercultural communication skills. These skills can be acquired through attending whether at home or abroad, conferences, workshops, seminars and symposia. Training can give leaders the opportunity of deciding whether to change their organisational culture to a new set of values and basic assumptions and ideologies.

3.6 Conceptual Framework

The concepts derived from the literature review are leadership, external environment, internal environment, leadership, organisational cultural change and organisational performance, as set out in the Figure below. The reviewed literature indicates these concepts. For example, leadership and followership (Malakyan, 2014; Hurwitz & Hurwitz, 2015); leadership and organisational culture (Millet and Willcoxson, 2000; Gillespie et al., 2010; Gillespie, 2010; Mateiu et al., 2013); and that leader-follower relationships have an impact on organisational effectiveness (Gilbert & Matviuk, 2008; Bass & Avolio, 1994).

These concepts are covered by the variables of the proposed conceptual framework as follows. The variable contains items that depict the issues that need to be considered to explain the relationship between leadership and organisational cultural change for organisational performance. Leaders are concerned with customers, market, and competition – External Environment. The leadership of the organisation is composed of transforming, setting or situation, and culture – Leadership. The leadership of the organisation requires attention to organisational processes, procedures, and policies which

are performed by employees and this means that leaders need to consider motivation, training and development, information resources, and human resources – Internal Environment. Finally, leadership aims are to maximize organisational performance which includes deriving efficiencies, improving quality and job satisfaction and commitment, enhancing customer loyalty, and ensure financial prudence – Organisational Performance.

These variables are related by the scanning, transforming, and performing leadership activities shown at the bottom of the illustration. It is proposed that leaders scan the external environment to assess market needs and competition and relate them to the internal environment in terms of operations and performance. These then provide necessary information to devise organisational change or transforming strategies to deliver performance.

Though these variables are common and found in various accounts of leadership, as noted in the literature review, they need to be considered in the context of their application. As the alternative leadership literature indicates consideration needs to be given to the issues and problems leaders encounter in their particular context of leadership (Hamrin, 2016; Dickson et al., 2003; House et al., 1997; Dorfman, 1996; Den Hartog et al., 1999).

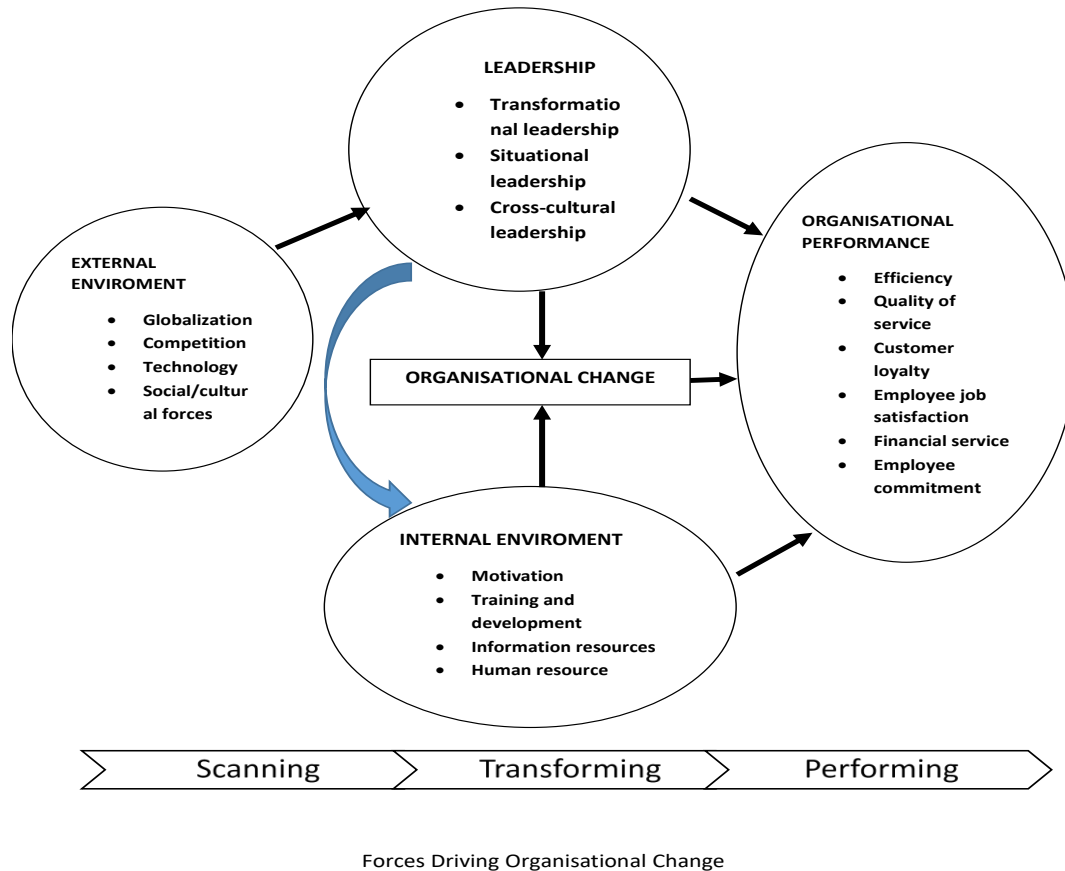


Figure 3.1 An analytical conceptual framework to investigate leadership, organisational cultural change and organisational performance in Royal Jordanian airline

The conceptual framework developed here to categorise the forces mentioned above are drawn from various organisational theories and from the researcher's own assumptions. The framework adopted in this study provides the means to analyse the change in a holistic manner. It needs to be noted that the forces that drive change should be both internal as well as external to the organisation for them to have sufficient impact to drive effective change. The internal forces (endogenous) are those that are within the control of management, and these include financial, technological and human resources as well as changes resulting from fundamental shifts in values within the organisation which in turn affects the organisational culture and ways of operating. The external forces (exogenous)

are those forces outside of the organisational environment and are beyond the control of management. These include globalization forces, competition forces, political and legal forces (Yahchouchi 2009:31).

Hassan et al. (2018) consider scanning or external monitoring and representing to positively affect workers' perceptions of workgroup performance and managerial effectiveness. They suggest understanding a leader's effectiveness in a particular context contributes to understanding leadership. Past research has focused on western contexts only. Similarly, Mishra (2018) shows how leaders learn to 'surf' continuous change in the external environment. This study provides new insight into leader studies of the Arab context. As shown at the base of the diagram, the basis for these set of activities is leadership scanning, transforming, and performing as the core forces driving organisational change. Leaders scan the environment for business development opportunities and competition threatening the company's marketplace. Although scanning involves studying the output of processed data, transformational leaders often rely on their experience and own knowledge of the company, competition, and market. Having obtained relevant information and analysed it, leaders apply it to transform the company by changing people's behaviour through leadership and motivation. This then results in the expected outcome – people's changed behaviour results in better performing.

The above framework, therefore, posits that organisational performance should be examined in relation to the organisation's internal and external environmental forces as such organisations should change in response to both internal and external environmental forces. These forces eventually will affect organisational performance.

On the basis of this given framework related to organisational change, there are four different parts leadership, organisational performance, internal environment and external environment. In leadership, there are different types of leadership styles such as situational, transformational and cross-cultural leadership. These all are different from each other and plays a necessary role in an organisation. On the other hand, it is necessary to improve and

increase the performance of the company so that it can able to compete with its competitors and gain more profit. For improving organisational performance, there are some factors required like customer loyalty, job satisfaction level of employees, quality of service, employee commitment etc. An internal environment is composed of elements within a company consisting of training & development, human resource, motivation and many others. These all are in the control of the company or leader. The external environment is composed of all outside factors which affect business operations. It can negatively affect the flow of business operations. It consists of different factors for an instance competition level, globalization, social factors, technology etc. These are the most necessary concepts in the conceptual framework of organisational change in a proper manner.

For the Royal Jordanian airline to sustain over the long term, it is important that the company diagnose its culture to adapt to the fast-changing environment of the airline industry. The conceptual framework goes a long way to offer different philosophies and theories of organisational change, and these can be useful in their application to the airline's concrete situation. It must be borne in mind though that an organisation should choose a framework best suited to its own management beliefs and culture and suite the conditions prevailing in the wider environment. The literature notes that more accounts of specific impacts of national culture on leadership provide better contextual explanations of leadership, for example, House et al., (1997) and Dorfman (1996). Dickson et al. (2003) and Mishra (2018) further discuss the value of such accounts for better leadership practice. Moreover, the issues of nepotism and tribalism noted earlier can be better understood in the actual context of Royal Jordanian airline.

3.7 Operationalisation Of Concepts

In this study, the relationship between leadership and organisational cultural change and organisational performance is the focus on empirical investigation. The researcher's proposition is that there is a relationship between organisational cultural change and organisational performance. Significantly, this relationship is mediated by such factors as

leadership, culture, and internal and external environmental factors depicted in the conceptual framework.

Concepts need to be operationalized in order to collect data related to variables (Sinkovics et al., 2008; Bezzina & Saunders, 2013; Saunders & Bezzina, 2015). Operationalisation involves detailed knowledge of the phenomenon in its setting, as explained above in Sections 3.3, 3.4, and 3.5. The data collection instruments need to be able to capture required data in the actual study setting and to avoid misconceptions, and misunderstanding. Bezzina and Saunders (2013) recommend gathering detailed knowledge of the phenomenon, actors involved, and understanding how the phenomenon is represented in behaviours, documents, specific actions, and interpretations of the actors involved.

3.7.1 Study Setting And Data Instruments

In research design, operationalisation is a process of defining variables into measurable factors (Creswell 2003). The process gives the opportunity for the factors to be measured empirically and descriptively. Following previous studies (Haygroup, 2012), regarding the case study of the Royal Jordanian airline, the hypothesis is that: organisational cultural change improves organisational performance is one way to connect (or frame) two concepts namely: - organisational change and organisational performance.

This framing or connecting of concepts is significant because it constitutes the explanation of the observed phenomenon. The concepts to be connected and the sequence in which they are connected is critical because it provides a causal description of the concepts. So, it is important that causes are placed before effects, as shown in the conceptual framework in Figure 1. Since this study examines the phenomenon of transformational leadership in context, the context is significant too. It is necessary to place the related concepts than in the context of Jordanian society and specifically in the context of the Royal Jordanian airline society. Then, the actual study of the related concepts has to take account of this

specific context. Additionally, this context, in turn, has to take account of the unique situation of transformational leaders: their personal attributes, cultural influences, specific knowledge and technical knowledge, as well as their communicative skills, persuasion skills, and interpersonal skills.

The process of moving from the idea “organisational change” to the set of question that forms organisational cultural change is operationalization. From the above, it can be argued that both organisational cultural change and organisational performance need to be observed empirically as qualities because the concepts and their relationship are important to explain the phenomenon. As such, the researcher shall construct a questionnaire based on a conceptual framework, and this implies that the researcher has operationalized the framework.

It was noted that this study takes on board the qualitative approach. The qualitative approach, the concepts are observed through evidence or data collection and the assessment or interpretation of the evidence. The evidence is generally collected using the unit of analysis based on the case study approach.

According to Yin (1994), there are six sources of evidence, namely:

- Documentation
- Archival records
- Interviews
- Direct observation
- Participant observation
- Physical or cultural effects

Therefore developing a case study protocol is an important kind of evidence during the data collection phase of the research. The interview method is considered the most relevant for this research because it captures actors' understanding and meanings through their actual experiences. The other method used is descriptive statistics. Goldfarb & King (2016) provide guidance on designing data collection and analysis to avoid ascribing meaning to inferential data that is random. Similarly, when designing and interpreting descriptive statistics, it is prudent to ensure that the interpretation reflects the collected data, especially the descriptive analysis of the items of the questionnaire. Goldfarb, B., & King, A. A. (2016). Scientific apophenia in strategic management research: Significance tests & mistaken inference. *Strategic Management Journal*, 37(1), 167-176.

3.7.2 Theoretical Underpinning

The theoretical framework explains the relationship between two or more variables that explain phenomena. At the same time, the theoretical framework consists of theories that seem to be related (Cresswell, 2003). The theory is significant because it explains the phenomenon in its most general form.

In the study, the theoretical underpinnings which inform the conceptual framework are based on leadership theory and cross-cultural theory, as noted and analysed in the literature review chapter 2. These theories explain why there is a relationship between organisational change and organisational performance. In the literature review part, the main focus is on leadership and organisational change. Leadership plays a necessary role in increasing the productivity of the company and sustain staff members for a long period. Transformational leadership is the main style of leadership. In this, leaders work with the teams in order to determine the changes, motivate them and implementing change in a better manner. It helps enhance the morale of staff members, and they will work for attaining specific objectives within a specific period. On the other hand, change is one of the necessary factors in an organisation. It can be related to make changes in process, policies, technologies, strategies etc. In order to make them better. According to the literature review, partly studied about

middle east organisations use leadership in order to form as well as shaping the culture of the firm to the purpose of improving in it in a better manner. For make improvement in the performance of the firm, there is a need to make changes in existing strategies and develop some new for better changes.

3.8 CONCLUSION

The conceptual framework so developed through an appropriate methodology for the inductive study. It contains the concepts to investigate transformational leadership in the specific context of Royal Jordanian airline society and the unique and particular situations of individual leaders and executives of the company. The conceptual framework was constructed by critically analyzing the available research published in the literature and understanding the current theories on transformation leadership. It contains the concepts and theory interrelationships that are sufficient to explain the transformational leadership phenomenon and enable its empirical investigation. So, this developed conceptual framework is expected to gather empirical evidence and propose the expected empirical contribution.

The detailed operationalization of the developed conceptual framework is detailed and described the research methodology Chapter 4. This requires understanding the empirical methods for data collection and data analysis in particular, but also the research philosophy or epistemology required to observe the empirical phenomenon. So it means designing the relevant empirical investigation that the conceptual framework indicates is necessary to collect data that can validate the conceptual framework. This requires converting or operationalizing the specific concepts and their particular relationships into collectable data.

This study focuses on leadership and organisational change and its impact on organisational performance. It has been identified how culture change can bring about improvements in organisational effectiveness. A conceptual framework was proposed which sought to explain the relationship between leadership, organisational change and organisational performance and the various forces, both internal and external, which

underpin cultural change. It has been discussed that the scope for effective leadership in its various situations plays a crucial role in both organisational change and organisational performance. Finally, this study is expected to contribute towards the current body of knowledge of leadership and organisational change and organisational performance.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

Having identified the parameters of the research and completed the review of the literature relating to leadership and organisational change, the conceptual framework was developed to explain the phenomenon of contextual leadership that is affected by national culture and the particular set of leadership. This conceptual framework then forms the basis for designing the research methodology, which will be used to investigate the relevance of the framework and deliver the research objectives. The research methodology consists of various aspects including, research philosophy, research approach, research strategy, data collection and analysis methods, time horizon and techniques and procedure for this research (Saunders, 2011). This methodology chapter covers the research methods that were applied in the study.

The chapter details the research philosophy and research design adopted, linking it to the research aims and objectives. It explains the relevance of case study design to operationalize the research objectives. And details the data collection and analysis methods used to collect the data from the setting of the leadership, namely Royal Jordanian airlines organisation. Discussion and review of other alternative research philosophies and strategies and data collection methods are presented to demonstrate further the reasons for choosing the interpretivism research philosophy and case study research design and interview data collection method. Furthermore, sources of data and the procedures applied in the collection of the data are explained with reasons given for each type adopted.

Research methodology involves collecting data, direct or indirect, and what data the researcher collects depends on why the data is collected and from whom and then proceeds to analyse the material in order to answer the research question. Collis and Hussey (2007), Johnson (2000), and Saunders (2007) concur that methodology refers to the practices and

methods of gathering, processing, manipulating and interpreting information that can be used to test ideas and theories about social life.

Reynolds and Lancaster (2005) define research methodology as the process through which a varied type of research methods are used to collect and analyse data to meet the research objectives. Thornhill (2009) maintains that it is vital to note that research is completed only when there is an extraction of information through interviews and preparation of the questionnaire as well as a collection of the information from journals, books, magazines and website resources.

This research is concerned with developing an empirical conceptualization of leadership and organisational change as mediated by Arab cultural traits through investigating the case of leadership in the Royal Jordanian airline. Consequently, the interpretive research philosophy was adopted, and the qualitative data collection interview method was used. This is to recognize the setting of the leadership of the organisation and the importance of locating the research within the context of Arab social, cultural and historical traditions.

4.2 Research Philosophy

Research philosophy refers to belief about the way which information and data about a phenomenon should be collected, analysed and also used. It deals with source, development, and nature of knowledge. Although the idea of knowledge creation may appear profound, engaging in the creation of knowledge is the main part of completing the investigation. Different research philosophies contain different assumptions and beliefs. On the other hand, the choice of particular research philosophy has practical implications. There are some necessary philosophical differences among studies which focus on numbers and facts; for instance analysis of the effect of foreign direct investment on level of GDP growth and qualitative studies like analysis of leadership style on the motivational level of employees in the company. The choice among the interpretivist and positivist research philosophies or among qualitative and quantitative research methods has represented

traditionally main debate point. Latest developments in the practice of conducting studies have enhanced the popularity of realism and pragmatism research philosophies (Greene, 2007). The research philosophy is segmented into different parts such as interpretivism, positivism and pragmatism.

Philosophically, when considering the methods that were used to answer the research questions, there are two main paradigms to consider namely; the phenomenological or interpretivism and the positivist approach. The former is subjectivist and the latter, the objectivist. Each of these is exclusive in their own ways. Saunders (2009) explains the tenets of the two approaches and the table below sheds some light on the uniqueness of each of these approaches and the end decision on which one is used:

Key Aspect	Positivist Philosophy	Phenomenological Philosophy
Belief	<ul style="list-style-type: none"> • The external and objective study • The researcher is independent of the research 	<ul style="list-style-type: none"> • Socially constructed and subjective • The researcher is an integral part of the research
Method	<ul style="list-style-type: none"> • Facts are focused • Based on forming a hypothesis and testing it • Concept functioning so as to measure data 	<ul style="list-style-type: none"> • Focuses the meaning and tries to understand the situation • Ideas are developed through induction from data • Multiple methods
Design	Detailed, formal and structured plan formulation	Flexible and evolving
Size of Sample	Large	Small

In interpretivism, the research subjects own interpretation of their actions, and the researcher's interpretations are both integrated into the data analysis. This research philosophy is related to the philosophical idea of socially constructed reality and used to be group together the diverse approaches consisting of phenomenology, hermeneutics and social constructivism. But specifically, interpretivism focuses on the meaning and employ many methods in context to reflect various aspects of the issue. The interpretive philosophy has no idea of a theory when beginning the research. The researcher carries out mainly in-depth interviews and has nothing about the particular answers in mind. In other words, the

researcher has no idea about what is going to happen or what they are going to find out. According to Silverman (2002:80), the phenomenological philosophy “looks for social phenomena in how meaning gets defined by people in different contexts”. This implies that the interviewer tries to understand what the respondents want to convey with their answers. This is the case then interviews are mainly unstructured, and the researcher is as passive as possible. The phenomenological philosophy also uses observation whereby the researcher observes the person or persons interviewed over a certain period of time. This observation helps the researcher to interpret the actual interview from the point of view of the person being interviewed. Silverman (2002) argues that the evidence that is obtained from the interview should not be influenced by the thoughts of the researcher. This evidence would then be used to formulate hypotheses which would then become a theory.

The positivism research philosophies are based on the methodologies, which are mainly used in science but also management studies. They are characterized through a detached approach to investigation that seeks out causes or facts of any kind of social phenomena in a systematic manner. It is of imitation of natural scientist in positivism as work of the natural scientists that is based on the observable social entity. Under this, research strategy is hypothesis development and quantitative data collection. It mainly seeks to determine, measure, and also evaluate any kind of phenomena and give an objective explanation for this. It is based on the quantitative research method and uses statistical analysis. It is based on the quantifiable observation that can lend to themselves for statistical analysis. As research philosophy, positivism is in accordance with the empiricist view that the knowledge stems from the human experience. It has an ontological and anatomist view of the world as comprising the observable and discrete components which can interact with observable, identifies and in a regular way.

The pragmatism research philosophy accepts the concepts that to be relevant, and they need to support an action. It is helpful to recognize that there are various ways of interpreting phenomena under investigation; there is not any single viewpoint that can provide the whole picture. The research philosophy adopted in this research is a combination of interpretivism and positivism within the scope of a single investigation on the basis of the nature of research questions. On the basis of this research philosophy, research related questions are most necessary determinants.

The objectivist philosophy represents the opposite of the subjectivist approach. This philosophy starts with a theory, which is gained from a good literature review, and this reflects the main theories that already exist in the field. After this review of the main existing theories, hypotheses are formulated, which are then be tested with data gained from surveys and in-depth interviews. Finally, it needs to be mentioned that the two philosophies have something in common; namely, both value evidence either to test (objective) or to create (subjective) hypotheses.

This research adopted the phenomenological philosophy because the study is qualitative. Bryman (2007) defined the qualitative approach as a: “tool that seeks the meanings and motivation behind behaviour as well as a thorough account of behavioural facts and implications via a researcher’s encounter with people’ own actions, words and ideas”. Thus, the most commonly used method of qualitative research is through interviews and focus group discussions. Indeed interviews with Royal Jordanian airline top management and focus group discussions with employees shall be conducted in order to gain a deeper understanding of the situation.

However, as with any study that uses the qualitative methodology, the issue of common method variance should be considered. In the present study, the researcher shall also use analytical and descriptive approaches. This is where factors and developments that affect issues of leadership and organisational change within Royal Jordanian airline shall be discussed in order to test hypotheses or to answer research questions.

For this investigation, interpretivism has been used in the investigation because it enables rich data about the setting to be collected from the perspectives of the actors involved. It is capable of accessing the meanings of individuals and their actions and enables interpretation of qualities involved in leadership and organisational change.

4.3 Research Design

Research design is the articulation of empirical research in order to answer a question and address the research problem (Saunders and Tosey 2012:58). The research design is an arrangement of conditions for collection as well as analysis of data in a way that aims to combine relevance to the purpose of an investigation with the economy in procedure. Under this, it is a conceptual structure in which this investigation was conducted. The different types of research design mention below were considered by relating them to the research objectives.

The researcher considered various research strategies to determine a suitable process to research the possible sources of information that would allow him to answer the research questions with precision and detail (Sapsford et al., 2006). A number of strategies were available for consideration they were:

- Experimental – This refers to a strategy of conducting tests to observe the results and hence, come up with answers.
- Survey- The researcher begins with a question or number of questions and then designs a survey to collect the necessary data.
- Case Study- this strategy is usually employed when it is necessary to develop a detailed understanding of what is happening in complex (often specific) situations.
- Grounded theory- The data is collected without an initial theoretical framework, and theory is developed from data generated by a series of observations.
- Ethnography-This strategy uses the theories of anthropology to study the culture of your chosen subject, to understand values, norms of behaviour, rituals and ceremonies.
- Cross-sectional and longitudinal studies- cross-sectional is the study of a particular phenomenon in a specific time period. Longitudinal studies involve observing phenomena over a long period of time.
- Exploratory, descriptive and explanatory studies- exploratory studies are carried out to discover new ideas, where the understanding of the research problem is limited.

Descriptive studies are carried out to determine the frequency with which a phenomenon occurs. Explanatory studies analyse the causes and effects of phenomena.

The experimental research design is mainly used to develop a better relationship among cause as well as the effect of the situation. It is causal research design where the effect is caused through an independent variable on the dependent variable is to be observed. It is most highly practical research design method because it helps in contribute towards solving issues in a better manner. Under this, an independent variable is to be manipulated in order to monitor change as it has on dependent variables. This research is not suitable for this research because the causes and their effects can be shown experimentally.

An explanatory research design thoughts and ideas of an investigator are dependent on personal inclination regarding specific subject area. In this, explanation regarding an unexplored aspect of the subject is being provided with detailed regarding, what, how and why concerned to research questions. In addition to this, the investigator uses its own ideas and imaginations. It is based on personal judgment of an investigator and also obtaining information regarding something.

From the above, it can be established that the qualitative approach represents the most effective way to achieve the aims and objectives of this study. At the same time, the inductive reasoning was adopted to support the qualitative research methodology. As this research addresses a critical conceptualization of leadership and organisational cultural change, interpretive research design has been used because it helps provide a detailed description and analysis of collected information and data. Research strategies like experimental design and survey were not chosen because the research topic about leadership and organisational change needed qualitative data – data that resides in the heads of the actors. Similarly, ethnography and grounded theory are not suitable primarily because of access issues; both strategies require deep access to the subjects' settings which Royal Jordanian airline could not facilitate. The study could not be exploratory because of the need for PhD contribution nor longitudinal because of the limited time and access that Royal Jordanian could make available. Whilst each of the above strategies have benefits

and limitations (Reynalds and Lancaster, 2005), it was important for the researcher to choose the strategy that would provide the most relevant data for the questions, and do so efficiently with sufficient detail. Consequently, the cross-sectional case study strategy was chosen.

Malhotra (1999: 35) states that: “Research design is a framework or blueprint for conducting the market research and specifies the details of the procedures necessary for obtaining the information needed to structure or solve the research problem” Collins and Hussey (2003:55) define research design as the: “science of planning procedure for conducting studies so as to get the most valid findings.” The research design, therefore, is a plan of how to go around the research and its focus areas. It lays down the basis on which the research is performed successfully.

The research design for this study used qualitative interviews carried out face-to-face basis with top management of the Royal Jordanian airline, including the CEO. The main objective of management interviews, which were conducted first, is to gain an in-depth insight into what kind of strategies the leadership is employing in order to improve organisational performance.

The second part of the research was face-to-face interviews with managers of other airlines and some experts in the airline industry. The third part of the research was based on face-to-face focus group discussions with selected employees of the Royal Jordanian airline. This process of interviews and focus group discussions is designed to ascertain from top management of Royal Jordanian Airline, their visions for the future regarding planned programs and initiatives. The questions and discussions are also designed to find how they feel the need to change or adjust their priorities, what obstacles they are likely to encounter and how to overcome them with regards to employees, in particular, the discussions centred on what they expect from top management in order to increase organisational effectiveness.

The study adopted the qualitative research methodology because the researcher wishes to form a picture of the situation within the Royal Jordanian airline industry combined with some basic observation on how top management is taking steps in order to improve organisational performance. As Kumar puts it: A research is defined as a qualitative of “the purpose of the study is primarily to describe a situation, phenomenon, problem or even... and if the analysis is done to establish the variation in the situation, phenomenon or problem without quantifying it” (1990:10). According to Kumar (1990:36) in descriptive research, the quality and relevance knowledge gained often requires a recursive, or iterative, research process.

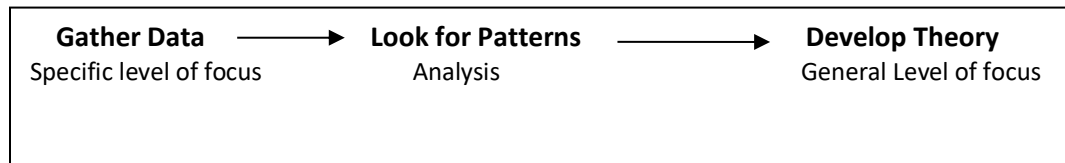
4.3.1 Research Logic

The question of what research logic is used in the conduct of the research is a critical one; the approach has to tie in with the aims of the study and the questions it raises. There are two approaches that could be adopted, inductive and deductive. The qualitative approach is associated with interpretivism and induction and the quantitative approach with positivism and deduction and uses hypotheses formulation to test a theory. Induction begins with the observations and collection of data which once analysed lead to proposing theories based on the observations (Goddard & Melville, 2004). However, it could use the inductive approach if the intention is to build or develop a theory (Yegidis et al., 2011). The inductive approach to research involves the collection of available data on the subject, analysed, and a theory is developed as the result of analyses. The indicative approach does not neglect theory. Rather it identifies patterns and relationships in order to propose a theory.

According to Kumar (1999) in an inductive approach to research, a researcher “begins by collecting data that is relevant to his/her topic of interest. Once a substantial amount of data has been collected, the researcher then paused data collection, stepping back to get a bird’s eye view of her data. At this stage, the researcher looks for patterns in the data, working to develop a theory that could explain those patterns”. In the inductive process, the researcher utilized the instrument of observations which build-up to the formation of

experiences, and these experiences became the basis of a set of propositions. In the inductive approach, the data collected was used to formulate propositions. In other words, there is movement from the specific to the general as illustrated by the figure below:

Inductive Research



Source; Sociological Inquiry Principles: Qualitative and Descriptive Methods

Therefore by developing an empirical conceptualization of leadership and organisational change within the Royal Jordanian airline, this researcher was able to develop a general explanation of how Arab cultural traits influencing organisational performance. By analyzing data from focus groups among the airline employees, a better understanding of how top management leadership is crucial to improved organisational performance was to be realized.

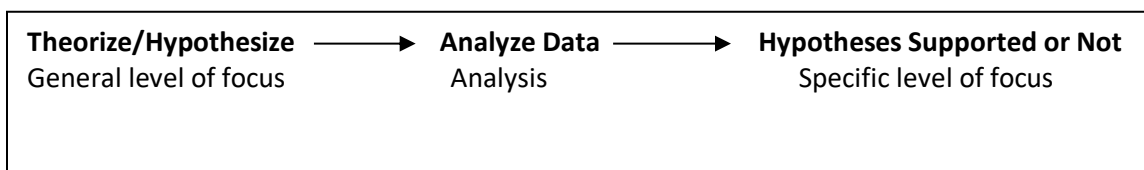
Supporters of the inductive approach criticize the deductive approach because it seems to frequently construct a rigid methodology, restricting the number of possible explanations for observed phenomena. The deductive approach, on the other hand, is the dominant research approach. Existing laws are established and then used to explain the observed phenomena. ‘Laws provide the basis of explanation, permit the anticipation of phenomena, predict their occurrence, and therefore allow them to be controlled’ (Hussay and Hussay, 1997)”.

Ferguson et al. (2011:1–22) describe that a deductive approach starts with social theory and then tests its implications with data. In other words, there is movement from the general level to a more specific one. The researcher reviews some literature and existing

theories and then tests hypotheses that emerge from those theories. The figure below illustrates the steps involved with deductive approaches to research.

Esterby-Smith (1991) suggests some reasons why the approach you choose for a research project is so important. First, it enables the researcher to make more informed decisions about the research methods. Secondly, it enables the research to see which research approaches will work and which will not (Esterby-Smith, 1991). This study was carried out using both deductive approach; and inductive approach.

Deductive Research



Source; Sociological Inquiry Principles: Qualitative and Descriptive methods

It needs to be noted that a deductive approach to research is associated with scientific research and descriptive research. In the latter, variables can be measured by an instrument with several scales, with one variable operationalized by one such (Bryman 2001 p61). Specifically, descriptive research is “numerically oriented and requires significant attention to the measurement of phenomena and often involves statistical analysis” (DJS Research LTD 2009). The descriptive research is deemed as a structured form of asking the respondents the same questions so as to get unanimous answers for the same question. The major methods used in descriptive research are questionnaires, surveys, data samples. Such research can either be performed face-to-face or over the telephone or electronic media. In this dissertation, the qualitative and not the descriptive research method was used in the collection of data pertaining to the subject matter.

4.4 The Case Study Strategy

The purpose of this study is to discover the impact of organisational change on the Royal Jordanian airline. A cross-sectional study should be representative of the whole employee population of the Royal Jordanian airline if generalization from the responses is to have any validity. Therefore the data collected from questionnaires at a single point in time should provide the answers to the impact of organisational change within the Royal Jordanian airline.

As already mentioned, the philosophical assumptions underlying this research come from the interpretive and qualitative tradition. Based on these assumptions, the Case Study Strategy shall be used for this study. Using the case study strategy enabled the research to increase the understanding of the interplay of leadership and organisational cultural change to influence the improved organisational performance of the Royal Jordanian airline. The case study strategy tries to explore the influences of one factor on another factor. In other words, how top management leadership influences organisational change with the ultimate objective of influencing organisational performance. The case study strategy, therefore, represents the most effective way to achieve the research objective.

Yin (1994 p13) defined a case study as an empirical inquiry that “allows an investigation to retain the holistic and meaningful characteristics of real-life events such as individual life cycles, organisational and managerial processes, neighbourhood change, international relations and maturation industries”. As such, therefore, the case study strategy is quite useful for this study in that it deals with leadership issues, organisational change and organisational performance of the Royal Jordanian airline. The case study as a strategy is useful when collecting data from different sources within a defined time frame through both primary and secondary sources. These include interviews and focus group discussions; According to Walsham (1993 p14) “Case studies provide the main vehicle for research in the interpretive tradition”. Indeed, the case study strategy can be viewed as very much appropriate and relevant when considering it from an interpreter’s perspective.

The table below illustrates the various types of case studies.

Types of case studies

<i>Criteria</i>	<i>Type of case study</i>
Nature of the case	Intrinsic: unique and extraordinary Instrumental: developing theories and insights Collective: more than one instrumental case
Theoretical aims	Descriptive: requires theory to guide data collection Causal: search for causal and explanatory theories Explanatory: data collected before theory
Number	Single Multiple
Units	Embedded: more than one sub-unit Holistic: global

Needless to suggest here that the case study strategy helps to contextualize the issues under study as it gives a profound insight into cultural influences that contribute to organisational change and organisational performance. The case study approach also gives insights into the interplay between the contextual factors influencing organisational change. It allows the researcher to conduct an in-depth analysis of the subject matter and then demonstrates the linkage between the stated objectives and research questions. According to Par'e and Elam (1997) the case study research strategy: “makes the capture and understanding of context possible and can be used to achieve a variety of research aims using diverse data collection and analysis methods” (cited from Yin 1994; 2003).

Given the interpretive perspective underlying this research, this implies that the study is influenced by a subjective epistemology and ontological belief that reality is socially constructed. Data collection techniques used in this research study shall be semi-structured

interviews, reports from the Royal Jordanian airline, focus group discussion, participant observation and other analysis from airline documentation.

4.4.1 Cross-Sectional Design

This research is an exploratory case study using a cross-sectional design in order to cover the period of study. In a cross-sectional study, time is assumed to have a random effect that produces only variance, not bias (Bryman and Bell 2011). Cross-sectional studies are carried out at a one-time point or over a short period. As Levin (2006) put it, cross-sectional studies provide a ‘snapshot’ of the outcome and the characteristics associated with it, at a specific point in time.

The case study is used to analyse specific issues within the context and boundary of the specific situation, environment or organisation. The explanatory and descriptive case study types were not chosen. Since explanatory case studies aim to answer ‘how’ and ‘why’ type of research questions, it gives little control to the researcher to investigate specific events. Similarly, a descriptive case study was unsuitable because it is an analysis of the sequence of events composing interpersonal interactions over time. Choosing this type of case study would result in a description of settings or sub-settings.

Therefore, the choice of exploratory case study is appropriate for several reasons. It focuses on the phenomenon of leadership within its context of the real-life situation. This is appropriate for the organisational leadership challenge faced by the leadership of Royal Jordanian airline. This type of study can help to describe the organisational culture and sub-cultures and uncover key phenomena. In particular, the exploratory case study seeks to answer questions concerning ‘what’ and ‘who’. And this case study type uses interviews and questionnaires as data collection methods (Dudovskiy, 2019).

4.4.2 The Credibility Of Research Findings

In order to avoid the possibility of getting the research findings wrong, attention must be paid to two particular elements of the research design namely “validity” and ‘reliability’ (Saunders et al. 2007). The advantage of the case study is that data collection and analysis occur within the context of the phenomenon of leadership. This provides the setting and local situation needed to study leadership in context and generate culture-specific theories (Javidan et al., 2006; Dorfman et al., 2012).

Additionally, the case study method enables the integration of both qualitative and quantitative data analyses as used for this study. Another credibility consideration is capturing the complexities of the actual situation of leadership, which is possible using the case study method. The context provides richer data and at levels of depth needed to account for the phenomenon. An investigator must develop validly as well as reliable outcomes by conducting the investigation work in a significant manner. Under this, reliability, as well as validity, are the two most necessary aspects in conducting research.

According to Bryman (2001: 28–31), reliability is concerned with the question of whether the results of a study are repeatable and consistent. This calls for measurements to be devised for the conceptualization of the issues under investigation. Bryman (2001), Esterby-Smith et al., (2002), Robinson (2002) cited in (Saunders et al., 2011), all agreed that reliability is best suited for descriptive research and they further explain that there are four threats to reliability which are: subject error, subject bias, and observer error and observer bias. The latter is where the researcher is interpreting the response received with a mindset. This resulted in subjective interpretation. The reliability is a measure of consistency or stability of test scores. It is related to the consistency of a measure. It is an extent to which assessments are to be consistent. Then research should be reliable in nature when the same outcomes are to be derived in various circumstances. In this current study, the investigator assured that information and data should be extracted from the authentic sources in a significant manner. On the other hand, reliability is based on the

implementation of test instruments, that is the survey questionnaire. It was piloted across many potential respondents to assure that understanding of questionnaire was to be consistent across several respondents, and the interview questions were piloted and amended before used to gather the data.

Validity is concerned with the integrity of the findings that are generated from the research that has been undertaken. Saunders et al. (2000); Saps et al. (2006) stated that validity is concerned with whether the findings are really about what they appear to be about. The validity of a research project is achieved if the research findings achieved their initial objectives and addressed the research questions appropriately. In other words, it means that the researcher has evaluated the study with greater accuracy. The invalidity, investigator, requires accurate information by using authentic sources. If the information is reliable, then it will help in providing positive outcomes.

For this study, reliability shall be taken on board through interviews with mostly well-known sources and organisations. To avoid a lack of confidentiality and bias responses, the interviews were conducted informally as well as informing the participants that all the information collected will be solely for academic purposes. Validity shall be upheld through the method of “respondent validation” (Lee and Lings, 2008 p13 – 15). This method involves taking the results of the first interview back to the subjects, which in this case are top management leaders, then data and interpretation can be verified.

4.5 Data Collection And Analysis Methods

Both primary data and secondary data were collected for this study. Primary data was collected using interviews with Royal Jordanian airline key figures as well as government officials connected to the airline. Secondary data was obtained from journals, textbooks, magazine, newspapers, articles, reports and websites. This section describes the data collection methods by which the data were collected in order to achieve the research aims and objectives.

The table below shows the research methods that were used: survey, in-depth interviews, focus group and secondary data. This use of multiple methods was designed to capture deep data about the actors and the company. Capturing data from multiple sources is necessary to examine the complex phenomenon of leadership for organisational cultural change. Baxter and Jack (2008) and Greene et al., (2007) say that multiple sources of data in a case study provide information about the complex phenomenon within its context. The aim is to bind the 'case' with multiple sources of data.

Descriptive data sources were used to obtain company-wide information from as many employees as possible. Since the leadership of RJA aimed to change organisational culture, it is the employees whose behaviour would need to change. So, data on employees provide information about their views and opinions about leadership and organisational culture. A stratified sample was used to collect data through a questionnaire from 200 employees, and the collected data were analysed using descriptive statistics.

DESCRIPTIVE DATA: SURVEY			
RJA Employees Objective – to obtain company-wide information from employees whose organisational behaviour needs to change.			
Sample	Collection tools	Analysis technique	Reason for representation
200 employees	Questionnaire	Descriptive statistics – bar charts, pie charts	This method provides a comprehensive picture of the company from the perspective of the employees required to change their behaviour
QUALITATIVE DATA: IN-DEPTH INTERVIEWS			
Top Management of RJA Objective - to obtain an in-depth insight into what kind of strategies the leadership is employing in order to improve organisational performance.			
Sample	Collection tools	Analysis technique	Reason for representation
Five executives	In-depth Interviews	Thematic data analysis	This method provides rich data about the leadership, the meanings they attach to their strategic and organisational change actions.
Managers of other airlines and some experts in the airline industry Objective – to obtain information about the Jordanian airline industry.			
Sample	Collection tools	Analysis technique	Reason for representation
Four managers	Interviews	Thematic data analysis	This method provides comparative data that can be used to contextualise the experiences of the leadership in RJA.
Qualitative Data: Focus Group Objective – to explore outcomes of the survey and in-depth interviews to gain insight into operational issues with organisational change leadership and the vision for the future regarding planned programs and initiatives.			
Sample	Collection tools	Analysis technique	Reason for representation
4 Executive	Focus group questions	Thematic data analysis	This method provides focused discussion to explore meaningful issues for leaders and organisational change

SECONDARY DATA				
Source	Sample	Collection	Analysis	Reason for representation
Surveys, websites, press, company documents	Five years accounts of RJA and other airlines; websites of airline industry standards & other companies; 5year RJA company accounts	Sources were read and notes taken that related to market conditions, specific airlines, leadership and organisational change	Company accounting analysis, industry analysis, competition analysis	This method provides contextual information and specific information about market changes and the reaction of governments, competitors, and RJA.

Research Design and Stages of Data Collection and Analysis

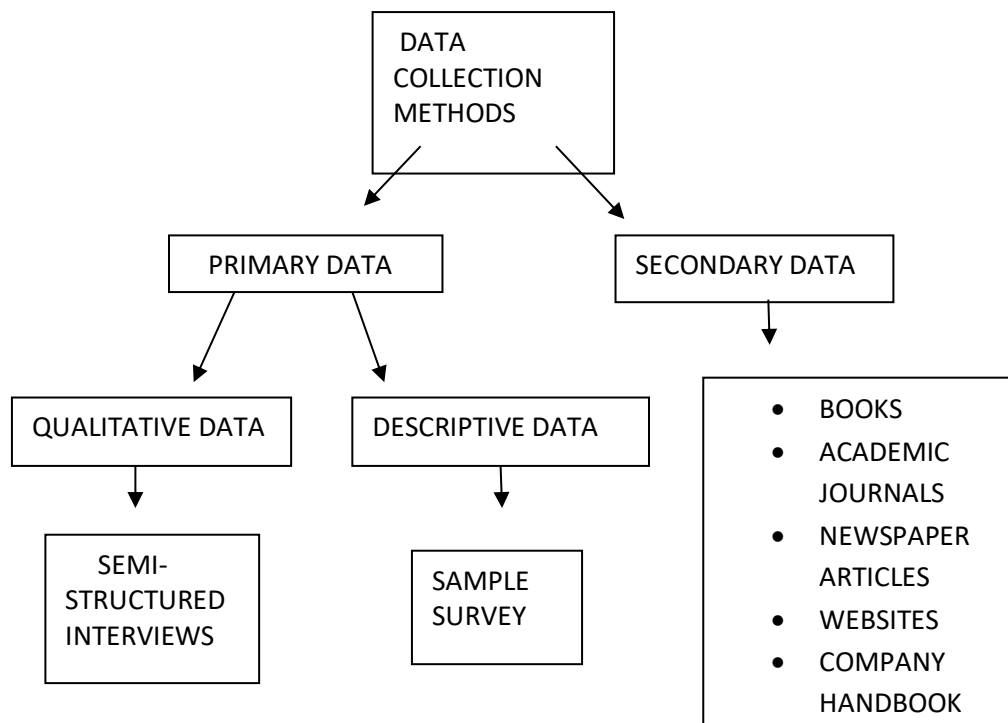
The first phase of data collection involved collecting qualitative data. The aim was to obtain in-depth insight into what kind of organisational change strategies RJA leadership has designed and deployed in order to improve organisational performance. This was done from three sources. First, top management of RJA was interviewed to collect information about the market, competition, strategy, and implementation approaches. Second, managers in the Jordanian airline industry were interviewed to obtain information about the airline industry. Some of this information was then cross-checked with the first source. Third, data were collected from a focus group from RJA. The aim was to explore outcomes of the survey and in-depth interviews to gain insight into operational issues with organisational change leadership and the vision for the future regarding planned programs and initiatives. The data from these three sources were analysed using thematic analysis, as explained in Section 4.5.4.

Thus the research methods identified the specific techniques used to collect the actual data with respect to the research project. A number of research methods were considered for application in this study, they could either be classified as primary (direct), or secondary (indirect) research methods, but the specific methods had to be carefully selected to ensure that they were the best-fit approach to achieving the research aims.

4.5.1 Secondary Sources

Secondary research consists of data and information that already exist, although as separate quantities. Using secondary sources allows the author together historical data, compare and correlate them to detect relationships and trends. It also allowed the author to gather background information on the industry, considering alternative theories and schools of thought on the strengths and weaknesses of the segments under consideration.

Secondary research is cheap and fast, combined with the data derived from primary research it can support the conclusions of the study. It helped to provide the background theory and served as evidence of trends. It provided sources of customer information, company financial structures, and public perception for the research.



Every research should include secondary research because secondary data give an overview of what has been researched before in the same subject area. According to Bell (2001) and Greenfield (1996), secondary data helps to cross-check official information, learn about major events, technical details, historical decisions and main organisational players and roles. Secondary data research forms the core of this study. All the key factors and subjective knowledge will be considered and reviewed to find a link between theory and actual practice. Most of the secondary data collected and used in this study were to be sourced from the following:

- Academic Books;
- Government publications;
- Royal Jordanian Annual Reports;
- Technical documents
- Journals;
- Newspapers and magazines;
- Internet search engines

4.5.2. Primary Sources

This kind of research is often called field research and is undertaken when the required information is not currently available in any form, and the researcher has to collect the data himself directly from the source. The advantage of primary research is that it is exactly tailored to the problem at hand; but on the other hand, it can be expensive and time-consuming to undertake. Researchers have to define what data is needed and how that data is to be collected. Several primary research methods can be applied, but due to relevance, time constraints and word limitations this project focuses on using two primary research methods, namely;

- Interviews
- Questionnaires

Interviews

In a qualitative research framework Crouch and McKenzie (2006) state that the aim of interviews is to obtain rich data about social life, to obtain data that penetrates social life and which goes beyond manifest meanings and appearances. They propose that to obtain such data the researcher, as in the case of this study, needs to be immersed and involved in the setting and to establish and have continued, fruitful relationships with actors and respondents. As used in this study, Crouch and McKenzie (2006) recommend a small number of cases – less than 20 – to facilitate close association with the respondents which would enhance the validity of fine-grained and in-depth inquiry into naturalistic settings and processes.

Gordon and Gordon (2007) state that qualitative inquiry explains phenomena from the point of view of informants and benefits from their multiple realities to develop a holistic understanding of the context, setting, and meanings that actors attach to their experiences. Data collected by qualitative methods such as interviews and focus groups, enable the researcher to obtain rich data and develop a deeper understanding of the issues, such as the Royal Jordanian leadership challenge of organisational cultural change. Using the qualitative approach with interviews will enable the researcher to collect data about attitudes, skills, experiences, and knowledge of the respondents, and in particular, the Arab cultural setting.

The culture of Royal Jordanian is rooted in tribal relationships and oral traditions of actions. As Hilal and Alabri (2013), a key benefit of qualitative research in this kind of setting is to capture its relevance in developing countries like Jordan. Similarly, Crossly and Vulliamy (1997) argue that:

“In predominantly oral cultures the advantages of personal fieldwork, in-depth interviews and observation are most significant, [Yet], there remains a tendency in many developing countries for research and policy planning to be based on a system perspective that still neglects the realities of schooling in an everyday context“ (p. 20).

This is critical because qualitative research enables the researcher to understand the situational intentions of the respondents and what they say or do. In particular, they gather pertinent and relevant information about their social and cultural context (Myers, 2013). Consequently, the researcher will collect interview data from respondents about their current setting and thinking based on their oral traditions and tribal culture about organisational leadership and organisational change in order to explain and better understand leadership for organisational cultural change.

The interviews were conducted to gain insights into the mentality and motivation that drove organisational leadership, the people at the companies, their beliefs as to what the future held for the air-travel industry, and what factors they regarded as critical for success or failure. The people being interviewed needed to be people who would have an intimate understanding of the mechanics of the industry, and this factored heavily in the selection process. The interviews themselves were semi-structured; the main aim is to gain as much information as possible. The one obstacle that interfered with the process mainly drove this, the airline industry had been shaken by recent terrorist events, and security concerns meant that companies were reluctant to divulge too much information.

Interview Questionnaire

The questionnaire is a commonly used research instrument for gathering and recording information from interviews. The author chose this method because it allowed him to ask a few specific questions to larger numbers of people. These would then allow him to gain further insights into the case subjects. These were two sets of questionnaires. One set was

focused on the employees at the airlines, allowed the researcher to ask questions about the working practices, employee culture, and the future expectations of employees.

According to Kumar (1999:55), the most suitable primary data collection methodology depends on what kind of information is sought. Since this study is largely interpretive, the researcher views the pursuit of meaning and understanding as subjective and knowledge as a social construction (Walsham 1993). The researcher is likely to interact directly and intensively with the subjects of their research over a period of time. In other words, the researcher shall use participant observation as a tool for primary data collection.

The interview data collected for this study is well suited to an inductive approach. The interview candidates from the top management team of Royal Jordanian airline was collected according to a snowball sampling technique (Saunders et al. 2009). This means that one manager will be contacted which then recommends another one and so on. Employees of the Royal Jordanian airline shall be divided into focus groups for discussion. Considering the evaluation of the qualitative data, this was an ongoing process as these qualitative interviews will be subject to analysis in order to form a picture of how Royal Jordanian airline might improve their organisational performance through organisational cultural change.

Accordingly, the scope of this study, primary data represents quite a proportion making up the data. It is made up of, as already mentioned, semi-structured interviews posed to a handful of experts in the airline industry. It must be recognized that interviews are a very successful forum of collecting data and in a semi-structured interview process. A set of questions is created, but the researcher can always quit or add on questions depending on the flow of the interview.

Details of interviewees

Leadership Experience				
Name	Current Position	In the current position	Leadership Experience Chairman/CEO/Executive	Involved in Type of change
Capt. Sulieman Obeidat	CEO	Two years	Thirteen Years	Turn around in RJ performance and change of culture needs the involvement of each executive manager/director, quantitatively and qualitatively. Each one has to believe in the necessity of the change that needs to be top to bottom in order to be an organized change
Capt Amer Gaith	Head Training	Two years	Ten years	-
Mr Khaled Al Masry	Head Customer Service	Three years	Five years	-
Eng. Fawzi Al Mulgy	Assistant To CEO of Strategy	Two years	Three years	-
Mr Samer Saman	Head Quality	Three years	Five years	-

4.5.3 Descriptive Statistics Data

Descriptive statistics are used to describe the salient features of the study comprehensively. They describe the phenomenon in terms of what it is. They are used to show simple summaries about the sample, and together with graphics analysis, they summarise large datasets (SRM, 2019). Descriptive statistics are used to present large datasets in a manageable form.

Descriptive data is suitable for this study because it provides data to describe the context and situation (Bryman and Bell, 2011). Descriptive statistics are normally not used to generalize. It is used to provide context-specific information which for this research into organisational leadership in the particular Arab culture is appropriate. Such accounts of leadership shaped by particular culture provide culture-specific theories about leadership (Den Hartog et al., 1999; Hofstede, 2001; Javidan et al., 2006; Dorfman et al., 2012). This data was collected by 200 questionnaires to employees of the Royal Jordanian airline. The descriptive data were analysed through the usage of data summaries and histograms.

4.5.4 Qualitative Data Analysis

As already mentioned elsewhere, the qualitative data employed in this research was through semi-structured interviews. For this purpose, an audio recorder was used to record interviews. The data was then be collated and then compile the data together in a meaningful manner. The qualitative analysis consists of the interpretation of the responses from the interviews.

Qualitative research is considered an exploratory investigation. It is mainly used to gain an understanding of underlying reasons, motivations and opinions. It gives insights into issues or helpful in developing hypothesis or ideas for potential quantitative investigation. It is defined as market research methods which focus on obtaining the data by using conversational and open-ended communication. In addition to this, qualitative research methods are helpful for an in-depth probing along with questioning and probing respondents which are based on their responses, where the researcher tries to understand their feelings as well as motivation. It is a scientific method of observation to collect non-numerical data. It consists of research methods as well as concepts from many established academic areas. It is necessary for an investigator to collect reliable and valid data about specific issues and can influence or shape decisions based on personal values or convictions. Data analysis results in conceptualization and also provide detailed information and data regarding a particular area in an effective way.

In addition to this report, research focused on Jordanian Arab culture and the researcher is Jordanian and an Arab, insider bias was controlled by deriving the interview questions from theories of leadership, culture, and organisation change as reviewed in the literature.

Data analysis in qualitative researches is usually through the interpretation of the data. This means in the case of interpretivism that the data is interpreted both by the respondents as their experiences and by the researcher during data analysis. This provides for multiple interpretations. Usually, qualitative researches do not have a strict distinction between data collection and analysis and often conduct them in parallel (Cohen et al., 2011). Denscombe (2010) suggest that the researcher should reduce the data into a succinct structure for easier analysis and to ensure each research question relates well to the summary of the data collected.

This was achieved by using thematic data analysis technique. In thematic data analysis classification schemes are used to present visible patterns in the data based on the codes identified. Alhojailan (2012) states that thematic data analysis is most appropriate for qualitative studies that seek to discover concepts through interpretation. Using thematic coding analysis provides an element-to-data analysis which enables easy association of the frequency of occurrence of data to a theme. As Namey et al. (2008) emphasize, the thematic analysis goes beyond simple counting of explicit words and phrases to focuses on identifying and describing explicit and implicit ideas as presented by the respondents. This is achieved through the coding scheme used to sprout the themes.

A primary reason why the thematic analysis was selected for this study is its suitability for inductive study. Thematic analysis is flexible as it is suitable for both inductive and deductive research. The analysis of respondents' data in terms of constructed meanings stemming from their actual experiences can be achieved as in-depth analysis focusing on their different perspectives (Creswell & Clark, 2017).

The three main stages of thematic data analysis used are data reduction stage, data display stage, and the conclusion-drawing/verification stage. Miles and Huberman (1994) state that data display requires an organized and compressed assembly of the data as information such that it enables the researcher to draw conclusions. These three stages of thematic data analysis involve visualisation of data by applying different methods and techniques of display such as tabulations, coding schemes, and clarification, as well as determining relationships among the emerging themes (Yin, 2017).

4.5.5 Descriptive Statistics Data Analysis

As already mentioned Statistical Package for Social Science SPSS as well as Microsoft Excel, was used to analyse the descriptive statistics data. The descriptive data analysis formed a major portion of the analysis section of this study. The data were analysed in two stages. The first stage involved deriving the summary statistics. Bar charts were to be used for measurement purposes with the aid of SPSS to analyse the data collected. Descriptive statistics are summary statistics that explain the features of information collection. On the other hand, descriptive statistics is mainly used to explain the basic features of a phenomenon in a study. They give a simple summary regarding sample along with measures. It is helpful in providing a simple summary regarding sample along with measures.

The researcher then interpreted the results in terms of the research objectives and the questions posed. This resulted in relevant themes that reflect leadership for organisational cultural change.

4.6 Research Ethics

Ethics play an important factor in today's workplace and business environment. According to Blumberg et al. (2005) "The researcher must formulate and clarify the research topic, design the research, gain access, collate data and analyse them as well as write up the research findings morally and responsibly". Therefore, it must be acknowledged that

ethical consideration is important when negotiating access to people, organisations and when collecting data. Saunders et al. (2009) point out that every research is governed by ethical consideration. Equally, Bryman (2001 pp485 - 486) argue that his main areas of ethical concern relate to “harm to participants, lack of informed consent, loss of privacy and deception”. Bryman further stipulated that covert observation and certain notorious studies have been particular focuses of concern. He also admitted that the boundaries between ethical and unethical practices were not clear-cut.

From the above discussion, it can be established that ethical issues cannot be ignored in this study. This, for the purpose of this study, the confidentiality of respondents to interviews was taken into consideration. Use of pseudo names can be taken into account where respondents wish to remain anonymous. The researcher shall apply the principle of informed consent whereby even when the interviewees know they are being asked to participate in research, they should be fully informed about the research process.

In summary, therefore, it can be emphasized that “confidentiality” and ‘informed consent’ was the crucial ethical considerations that assisted in the interview/interviewee relationship.

The research ethics was considered to assure that outcomes of the investigation are regarded to be relevant and robust. Under this, principles related to research ethics used to consist of informed consent, confidentiality, and anonymity. For informed consent, it consists of providing primary research respondents with a proper understanding of research objectives. It enables potential respondents to opt-in and opt-out of participating in the primary investigation. It is a responsibility of the researcher to keep the data and personal details of respondents confidential.

4.7 Conclusion And Limitations

There can be no doubt that this study which is qualitative in nature is one of depth rather than quantity. As a case study, the research is an empirical inquiry that investigates a contemporary phenomenon. As such, the researcher needs to narrow down a very wide field of study into a reachable study. The limitations associated with the case study include ethical considerations and difficulties in generalizing results. Another limitation concerns the potential subjective interpretation of the data. However, the researcher shall be able to extract important and quality data from the experts in the airline industry. At the same time, the interviewee's collaboration shall be crucial in the collection of data.

A limitation of this study is time for the completion of PhD research as well as the ability of the investigator to consider large size sample for primary investigation. Consequently, a longitudinal study could not be done to evaluate the actual change in organisational culture. For completion of time, the investigator was limited to a period of time to follow all the research guidelines of the project with all parts of the study to be finished within a given period of time. For conducting an investigation, the researcher uses a large sample size for primary investigation. On the other hand, they are resulting time for conducting primary information limited responses which need to be attained through an investigator for the questionnaire. In addition to this, the investigator has affected through the determination of questionnaire respondents and also a sampling approach that is given mitigation to issue.

The researcher aims to collect reliable and valid data that is not personally motivated and biased. It is possible that the researcher's attitude and beliefs about the phenomenon may significantly impact on the conceptual representation of the phenomenon. However, Greene (2014) emphasizes the benefits of researching a phenomenon close to the researcher. These include a better understanding of the issues, concerns, and controversies of respondents compared to an outsider. Also, interaction with participants is heightened

because of better trust and proximity to the respondents. As Myers (2013) states, the researcher is interwoven with the research subject.

Interviews results in a higher return rate which means it is possible to collect reliable data directly from respondents as planned. Incidence of incomplete answers is also reduced. But the interview method has some limitations. The number of respondents is small, and this could affect any bias and the study results. Also, there could be subconscious bias during data interpretation. These issues were considered during the research, and the researcher attempted to minimize their incidence.

Bias was reduced based on self-reported interviewee responses. So, the data analysis is done in verbatim by quoting what the participants said. The bias of the insider is thus minimised since actual statements of respondents is reported. As noted above, interview questions were free of bias because they stem from the reviewed literature. Participants bias needs to be noted too. This kind of bias can be reduced by developing trustworthiness. The researcher had mutual trust with participants, as usually the case in for qualitative studies. A model developed by Guba (1981) was used to ensure the trustworthiness of the qualitative research, which agreed with Krefting too (1991). So, following the model, the qualitative design includes neutrality, applicability, consistency, and truth-value. This was enhanced by maintaining transparency and availing required information for the reader to make their own judgment of the research.

Another limitation is the scope for generalization. Even within the Arab context, each company has its own cultural features, including tribal influences. Consequently, the same issues concerning leadership, organisational culture and performance would be managed differently. While certain findings can be transferred, the overall pattern observed in Jordanian Airlines is unique.

Organisational change is one of the most challenging issues facing organisations both now and in the foreseeable future. While management of change has concentrated mainly on

organisational structure, little consideration has been given to the cultural factors that influence organisational performance. Hofstede (2009) clearly states: “culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster”. However, understanding cultural factors will help top management of the Royal Jordanian airlines to improve organisational performance of their airline company.

CHAPTER 5: FINDINGS

AND DESCRIPTIVE DATA ANALYSIS

5.1 Introduction

The purpose of this chapter is to analyse descriptively, the data collected of the Royal Jordanian airline in Amman. The descriptive approach was chosen for this study because it is positivistic in character and is likely to produce statistical information through questionnaires and surveys. Two hundred questionnaires were distributed to a cross-section of the Royal Jordanian airline employees. The descriptive data were analysed through the usage of bar graphs and pie – charts for measurement purposes. Simple regression analysis was conducted with the aid of the Statistical Package for Social Sciences [SPSS] to analyse the data collected.

As noted in the conceptual framework, the object of this study is to provide a critical conceptualization of leadership and organisational change using the Royal Jordanian airline as a case study. In particular, to account for organisational cultural change, motivation, and leadership development. Therefore the data collected from questionnaires at a single point in time should provide some understanding of the impact of organisational change within the Royal Jordanian airline. Below are some of the findings and discussion about the responses from the questionnaires.

DATA SHEET

Q1) Do you have knowledge about the organisational change?	Frequency
Yes	150
No	50
Q2) Are you aware of the concept of Leadership?	Frequency
Yes	165
No	35
Q3) What is the main role of leadership in an organisation?	Frequency

Setting a clear vision	80
Motivating employees	90
Guiding employees	30
Q4) Does leadership helps employees to adopt the changes in the workplace?	Frequency
Yes	160
No	40
Q5) What are the different ways through which leaders of Royal Jordanian can enhance the motivational level of employees?	Frequency
Stay positive	120
Make Expectations Clear	60
Provide Continuous Feedback	40
Q6) According to you, which is the most significant leadership style company should adopt?	Frequency
Democratic leadership	55
Autocratic leadership	70
Transformational leadership	75
Q7) Does leaders encourage employees to adjust to changing situations through innovation and creativity?	Frequency
Agree	140
Disagree	60
Q8) Does leadership involve staff members when making the necessary changes?	Frequency
Yes	120
No	80
Q9) Which leadership quality are required to behave in a leader in an organisation?	Frequency
Honesty and Integrity	60
Decision-making capabilities	20
Good communicator	40
Creativity and Innovation	80
Q10) What skills leader should have to guide or lead team members within Royal Jordanian Airline?	Frequency
Communication skills	100
Motivation	60
Delegating	40
Q11) based on your point of view, leadership at Royal Jordanian effective in developing strategies to meet new business challenge and opportunities?	Frequency
Agree	130
Disagree	70
Q12) What are the different ways to evaluate the performance level of employees at Royal Jordanian?	Frequency

Graphic rating scales	60
Self-Evaluation	90
360-degree feedback	50
Q13) Does Training and Development method focus on developing leadership skills and teamwork?	Frequency
Yes	110
No	90
Q14) What is the main importance of leadership in an organisation?	Frequency
Motivates Employees	140
Provides Guidance	20
Builds Morale and Improves Satisfaction	40
Q15) Does leadership encourages employees to work to the best of their abilities?	Frequency
Yes	160
No	40
Q16) What are the main key components of organisational leadership?	Frequency
Ethics	80
Communication	100
Strengths	20
Q17) Does company leadership focused on achieving goals through effective planning in the organisation?	Frequency
Agree	150
Disagree	50
Q18) What are the main causes of organisational change?	Frequency
Change in Technology and Equipment	90
Deficiencies in the Existing organisation	60
Changes in the Managerial Personnel	50
Q19) Should the company use the organisational change process while implementing change at the workplace?	Frequency
Yes	120
No	80
Q20) What are the different techniques to handle change in a proper manner?	Frequency
Education and Communication	110
Incentives	60
Participation and Involvement	30
Q21) According to your point of view, does organisational change improve in the profitability of Royal Jordanian?	Frequency
Yes	110
No	90

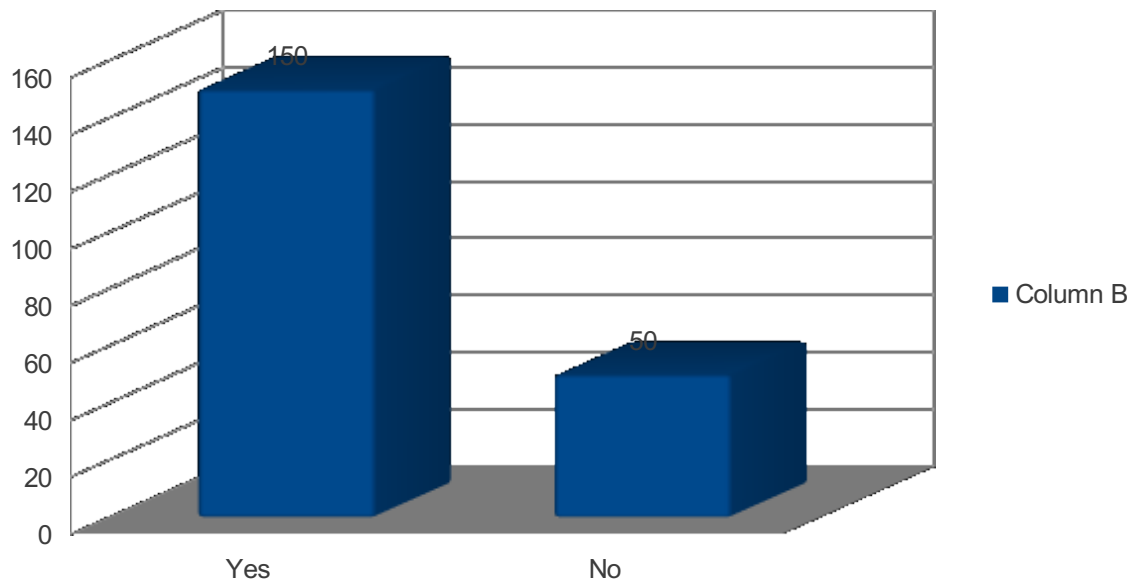
Q22) What is the impact of organisational change on staff members of Royal Jordanian?	Frequency
Effect on Attitudes	120
Motivation	50
Communication	30
Q23) Does leader include team members while executing change within an organisation?	Frequency
Yes	130
No	70
Q24) What is the impact of leadership on organisational structure?	Frequency
Positive impact	120
Negative impact	80
Q25) What is the role of leadership in team building within the organisation?	Frequency
Disbursement of important information	155
Help in active participation	45

5.2 Leadership And Organisational Change

This set of questions focused on leaders' awareness of leadership and organisational change. Leaders are aware that organisational change is necessary. More positively, employees are aware of the need for organisational change. There is the awareness that leadership is a wider concept. So, leadership is a complex moral relationship among people who are based in the obligation and trust.

THEME 1: Knowledge about the organisational change

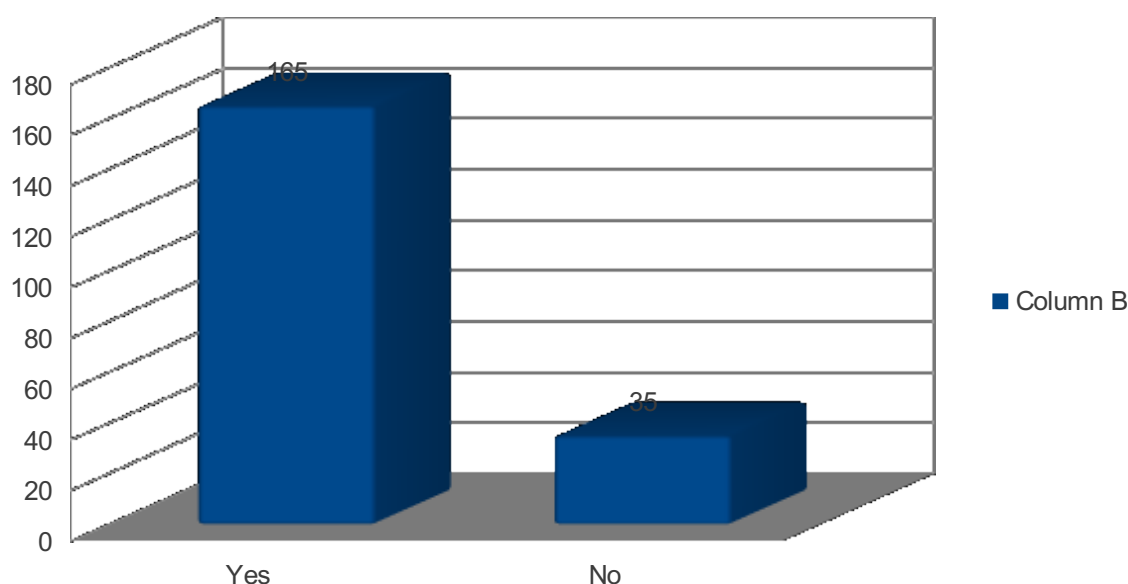
Q1) Do you have knowledge about the organisational change?	Frequency
Yes	150
No	50



Interpretation: From the analysis mentioned above, it has been stated that organisational change is necessary for the company in effectively conducting business activities and operations. There are 150 respondents, and according to them, they are aware of the organisational change in a better manner and on the other hand, there are 50 respondents who do not have knowledge about organisational change.

THEME 2: Aware of the concept of Leadership

Q2) Are you aware of the concept of Leadership?	Frequency
Yes	165
No	35



Interpretation: Leadership is a wider concept, and it provides a proper guidance to employees so that they can work effectively. There are 165 respondents, and they said that they have the proper idea as well as knowledge about leadership. There are 35 respondents, and according to them, they do not have any knowledge regarding leadership.

THEME 3: Role of leadership in an organisation

Q3) What is the main role of leadership in an organisation?	Frequency
Setting a clear vision	80
Motivating employees	90
Guiding employees	30

Interpretation: Leadership is not a person or position; it is a complex moral relationship among people who are based in the obligation and trust. The development and growth of people is the main motive of the leadership. Leadership plays a necessary role in an organisation. Based on the opinion of 80 respondents that the main role of the leadership in a company is to set a clear vision so that team members can be understood and able to perform better to attain it. On the other hand, there are 90 respondents, and they said that leader motivates the team members so that they can perform effectively, work towards attain

specific aim and sustain at the workplace for a long period of time. There is 30 respondent who said that role of leadership is to guiding staff members about completing any activities as well as tasks in the right direction and within a given period of time.

THEME 4: Leadership helps employees to adopt the changes at the workplace

Q4) Does leadership helps employees to adopt the changes in the workplace?	Frequency
Yes	160
No	40

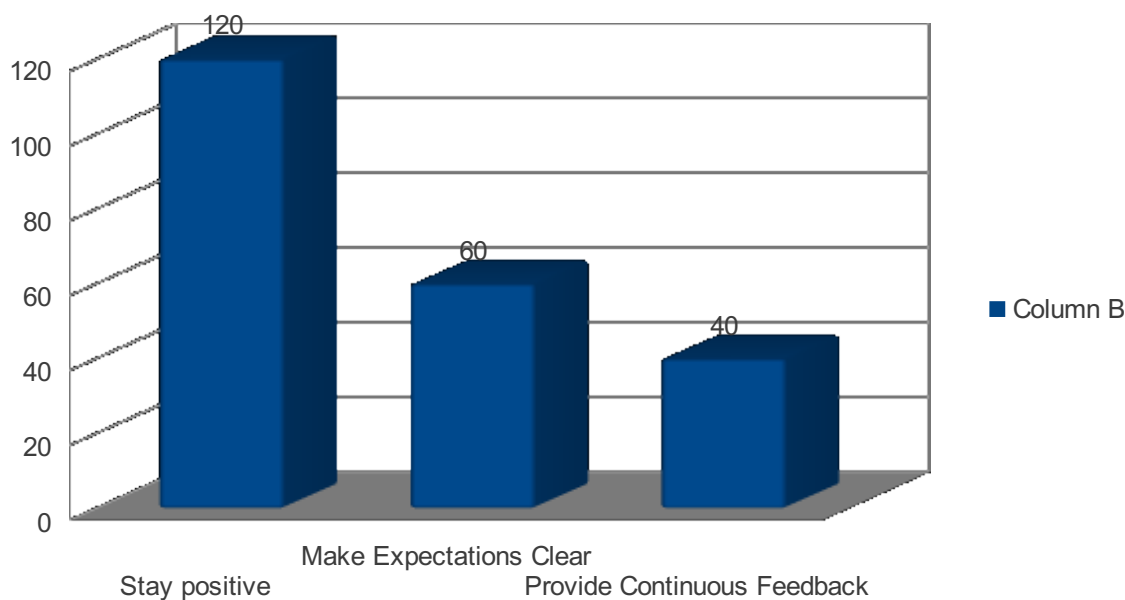
Interpretation: Leaders always guide the staff members to work in the right direction and also provide them with better instructions to work in a significant way. They motivate employees to adopt change and work accordingly. There are 160 respondents, and they said that leadership helps staff members to adopt necessary change in the workplace. The leader guides employees and motivates them to adopt the required changes which can be beneficial for business. It develops positive effect on business. On the other hand, there are 40 respondents, and they said that leadership does not help employees regarding the new change that happen at the workplace. It negatively affects the mindset and motivational level of employees.

5.3 Leadership And Motivation

Leaders recognise a wider role and actively engage in motivation employees. They are supportive and enhance the motivational level of staff members. Critically, leaders encourage staff members to adjust to changing conditions creatively and innovatively. Leaders recognise motivating employees to work in a better manner and adopt the change effectively is important. Leaders understand that leadership is necessary to realise the required change in organisational culture for improved performance.

THEME 5: Ways through which leaders of Royal Jordanian can enhance the motivational level of employees

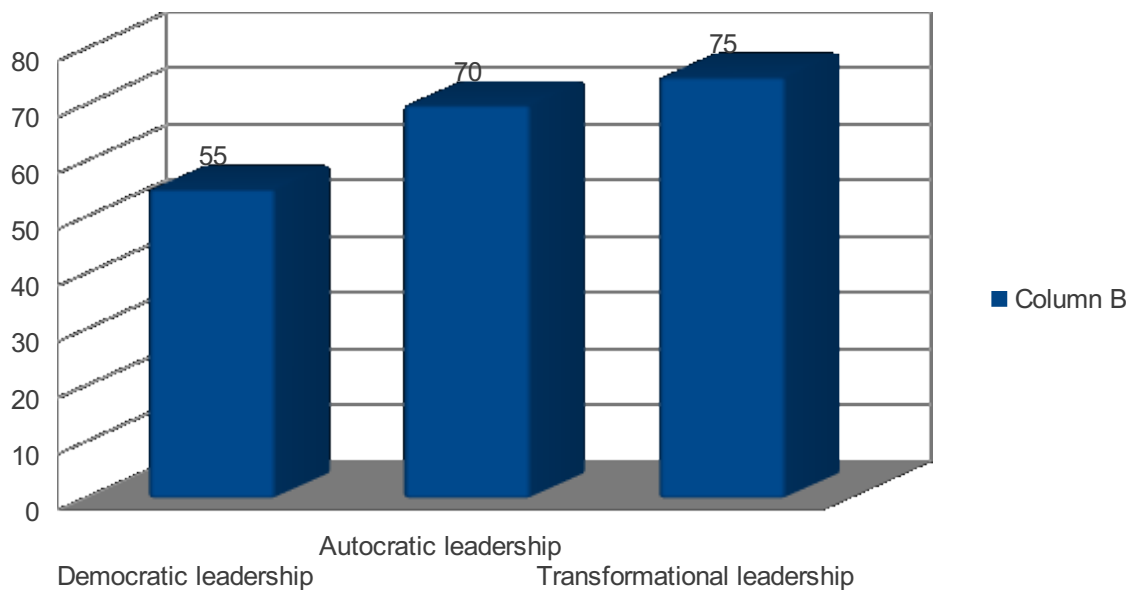
Q5) What are the different ways through which leaders of Royal Jordanian can enhance the motivational level of employees?	Frequency
Stay positive	120
Make Expectations Clear	60
Provide Continuous Feedback	40



Interpretation: From the above mention analysis, it has been interpreted that leaders of Royal Jordanian are supportive and enhance the motivational level of staff members. Based on the opinion of 120 respondents that leader can increase the motivation of employees by stay positive. If the mindset of a leader will be positive, then, in this case, it can motivate employees in a better manner. On the other hand, there are 60 respondents, and they said that the expectations should be clear otherwise chances of conflict will arise at the workplace, according to the opinion of 40 respondents that leader needs to take the feedback from employees. From this, if they have any issue regarding business, then they can give their feedback and leader give the proper solutions to theirs. It will enhance the motivation of employees in a better or effective manner.

THEME 6: Significant leadership style company should adopt

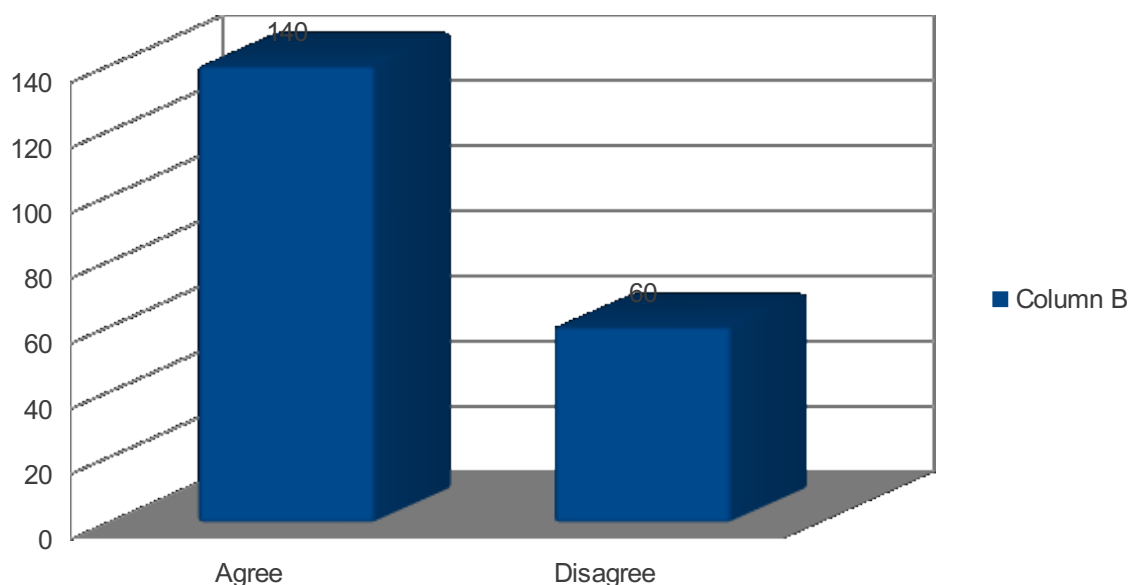
Q6) According to you, which is the most significant leadership style company should adopt?	Frequency
Democratic leadership	55
Autocratic leadership	70
Transformational leadership	75



Interpretation: It has been interpreting from the analysis mentioned above that there are many different styles of leadership which leaders adopt at the workplace. From the above-given analysis, there are 55 respondents, and they said that democratic leadership is the main style that firm should be adopted because in this leader consider the employees in the decision-making process and consider their opinions as well as ideas. There are 70 respondents, and according to them, autocratic is most useful style, and in this leader does not involve employees in decision making. This style is useful in a case when the leader needs to take quick decisions. According to 75 respondents that transformational is one of the most effective leadership styles because leaders work with team members to increase their morale.

THEME 7: Leaders encourage employees to adjust to changing situations

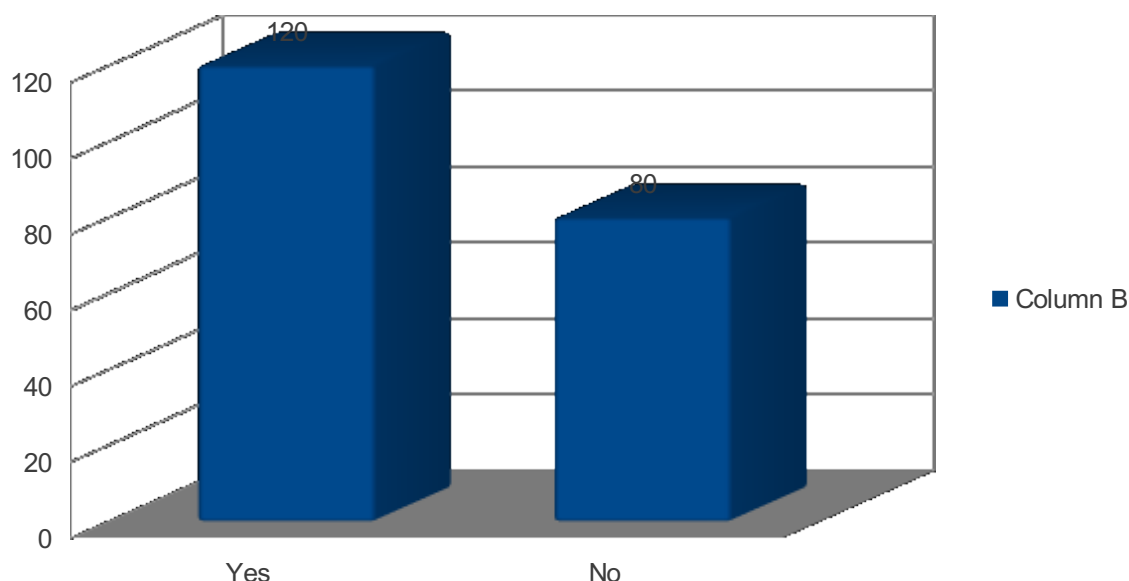
Q7) Does leaders encourage employees to adjust to changing situations through innovation and creativity?	Frequency
Agree	140
Disagree	60



Interpretation: Based on the opinion of 140 respondents that leaders encourage the staff members to adjust to changing conditions by creativity and innovation. The leader always motivates employees to work in a better manner and adopt the change effectively. There are 60 respondents they disagree with this given statement.

THEME 8: Leadership involves staff members when making the necessary changes

Q8) Does leadership involve staff members when making the necessary changes?	Frequency
Yes	120
No	80



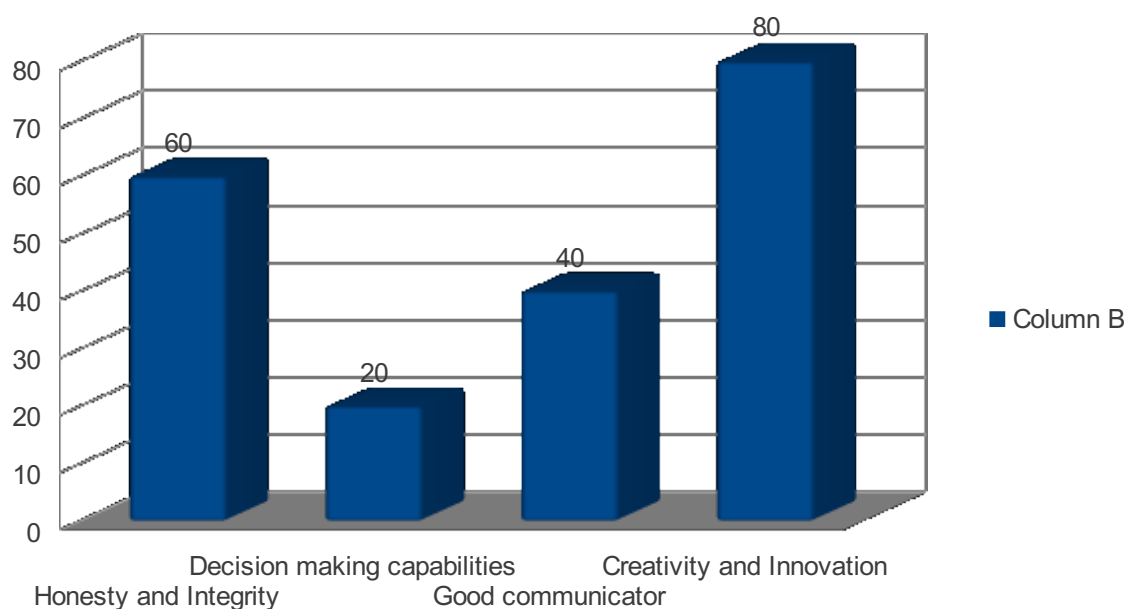
Interpretation: It has been interpreted from the analysis mentioned above that leadership plays a necessary role in business and attaining the tasks. There are 120 respondents, and in their opinion, that leadership consists of the team members when making the required modifications. Based on the opinion of 80 respondents that leadership does not consist of the employees when making better changes.

5.4 Leadership Qualities

Better communication with team members and in a positive manner is a key leadership quality. It helps to develop a positive impact on team members and motivate them to work effectively. An interesting quality is an innovation and creativity which is especially required in leadership aimed at transforming the organisational culture, which is dependent on producing better strategies to improve performance.

THEME 9: Leadership quality is required to behave in a leader

Q9) Which leadership quality are required to behave in a leader in an organisation?	Frequency
Honesty and Integrity	60
Decision-making capabilities	20
Good communicator	40
Creativity and Innovation	80



Interpretation: As a leadership, different qualities and skills are to be required because it helps in effectively providing guidance of team members. There are 60 respondents, and they said that honesty, as well as integrity, are the main quality which should be in leadership. According to the opinion of 20 respondents, that decision-making capabilities are beneficial because if it is in the employees then, in this case, they can able to take the effective or better decision in favour of employees and organisation. There are 40 respondents, and they said that leader should be better communication and able to communicate with team members positively. It can help in developing a positive impact on team members, and they will work

effectively. Based on the opinion of 80 respondents that innovation and creativity is the main leadership quality that should be in a leader.

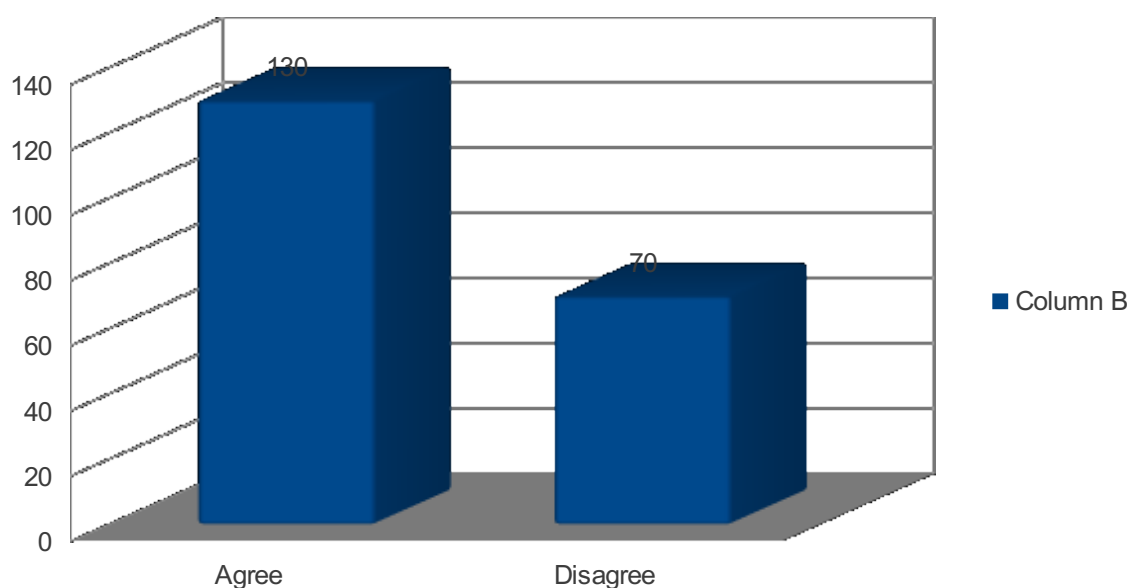
THEME 10: Skills leader should have to guide or lead team members

Q10) What skills leader should have to guide or lead team members within Royal Jordanian?	Frequency
Communication skills	100
Motivation	60
Delegating	40

Interpretation: From the analysis mentioned above, it has been interpreting that leader should have better or effective skills for leading as well as guiding the team members within Royal Jordanian. Based on 100 respondents that communication is the main skill that a leader should have. If communication among the leader and team members will be positive, then in this case motivation level of members will be enhanced and they can give their performance in a better or significant manner. There are 60 respondents, and according to their opinion that motivation is the main skill that a leader should be possessed. Through this, a leader can enhance the morale of employees. According to 40 respondents, delegation is the most significant and necessary skill that a leader should be possessed to guide the Royal Jordanian team members.

THEME 11: Leadership at Royal Jordanian effective in developing strategies to meet new business challenge and opportunities

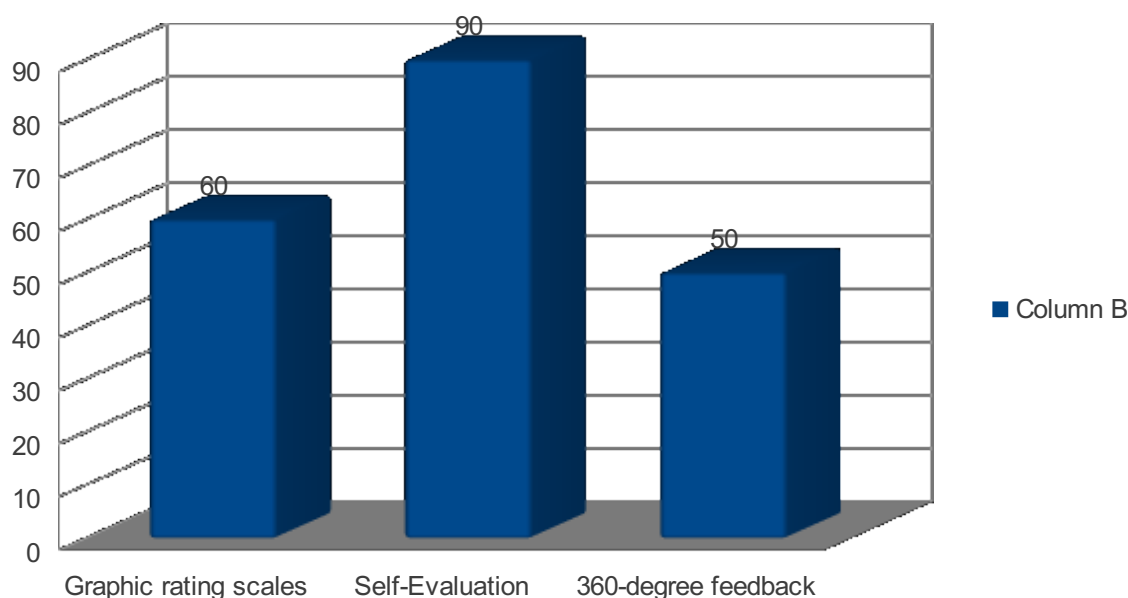
Q11) based on your point of view, leadership at Royal Jordanian effective in developing strategies to meet new business challenge and opportunities?	Frequency
Agree	130
Disagree	70



Interpretation: It has been interpreted from the above-given information that leadership develop better or effective strategies for better effectively attaining aims and objectives. Based on the opinion of 130 respondents that Leadership at Royal Jordanian company is effective or beneficial in developing strategies in order to meet with the new business opportunities as well as challenges. According to the viewpoint of 70 respondent, they do not agree with the given statement.

THEME 12: Different ways to evaluate the performance level of employees

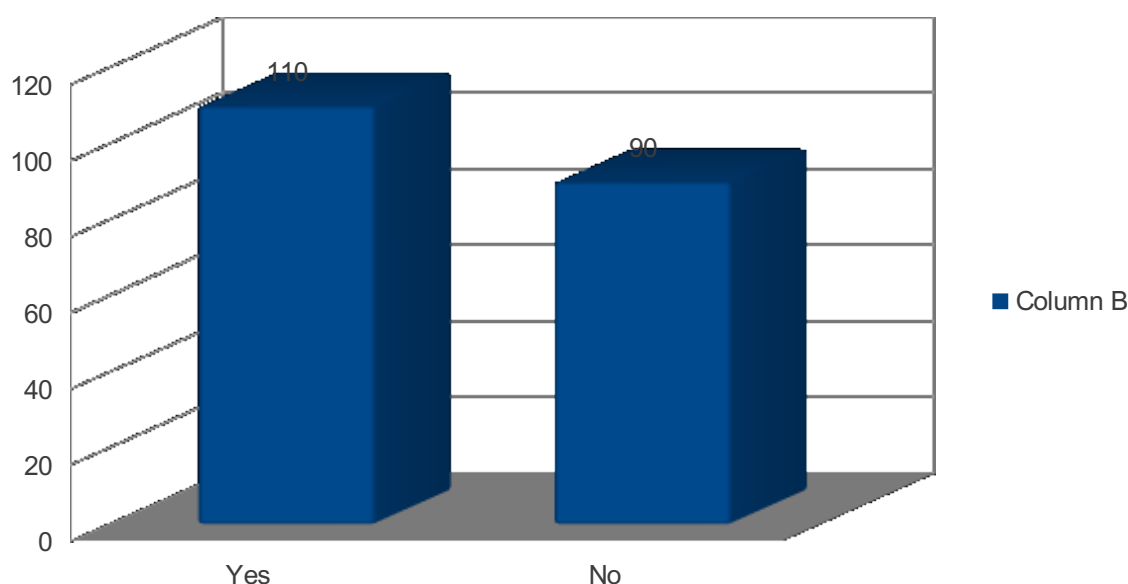
Q12) What are the different ways to evaluate the performance level of employees at Royal Jordanian?	Frequency
Graphic rating scales	60
Self-Evaluation	90
360-degree feedback	50



Interpretation: From the analysis mentioned above, it has been interpreting that the organisation use various ways to evaluate the performance of staff members at the Royal Jordanian company. Based on the opinion of 60 respondents that Graphic rating scales is a better way to evaluate employee performance. It is a kind of performance appraisal method and aid employer to quantify behaviour that displayed through its staff members. As per the opinion of 90 respondents that self – evaluation is a better technique for evaluating the performance of employees at the Royal Jordanian. As per the opinion of 50 respondents that 360-degree feedback is a beneficial technique because, in this, employees receive anonymous and confidential feedback from people who are work around them.

THEME 13: Training and Development method focus on developing the leadership

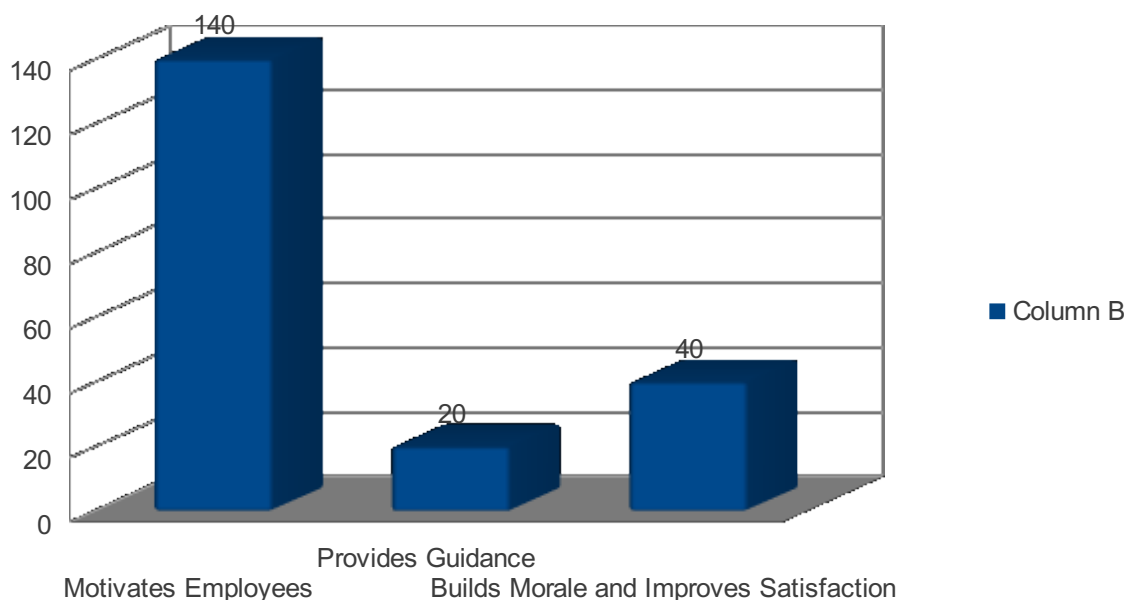
Q13) Does Training and Development method focus on developing leadership skills and teamwork?	Frequency
Yes	110
No	90



Interpretation: Training and Development includes improving the effectiveness of the people, team and organisation. The training is related to enhancing specific skills and core competencies of employees. The development is concerned with the overall grooming of a person, based on the opinion of 110 respondents which said that the main focus of training and development is on developing leadership skills along with the teamwork. With the help of training and development, employees will work in a better manner in a team without arising any kind of conflict. There are 90 respondents who do not agree with this given statement.

THEME 14: Importance of leadership in an organisation

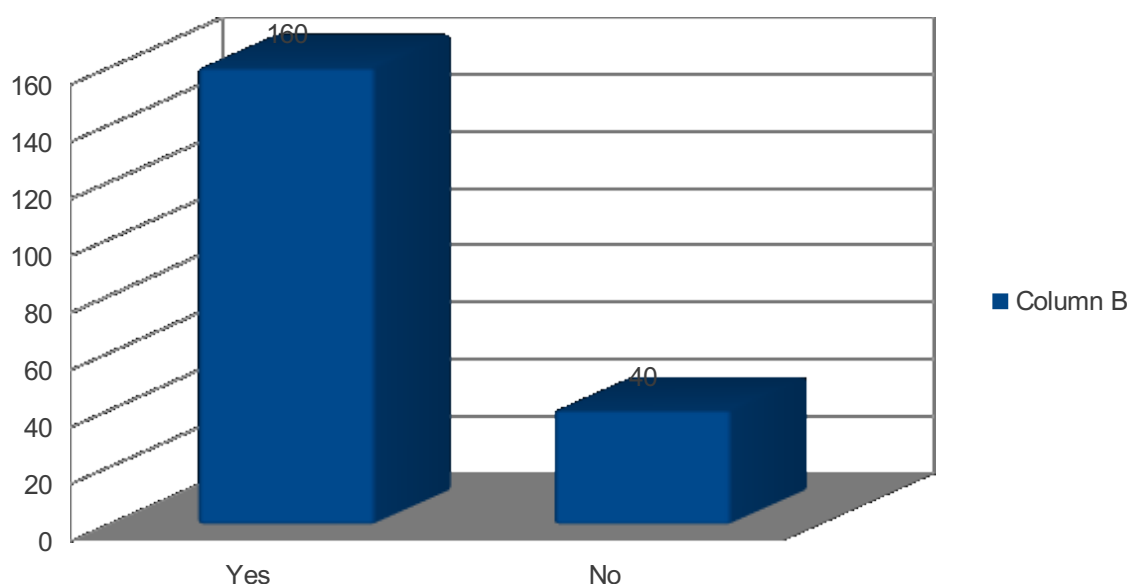
Q14) What is the main importance of leadership in an organisation?	Frequency
Motivates Employees	140
Provides Guidance	20
Builds Morale and Improves Satisfaction	40



Interpretation: It has been stated from the above analysis that leadership plays a most important role in the company. Based on the opinion of 140 respondents that importance of employee is to enhance the motivation level of employees effectively. Motivation develops a positive impact on the development of business. As per the opinion of 20 respondents that leaders provide the proper guidance to employees so that they can perform in the right direction without facing any kind of issues. According to the opinion of 40 respondents that leaders develop better morale and also improve proper satisfaction level to all the team members.

THEME 15: Leadership encourages employees to work to the best of their abilities

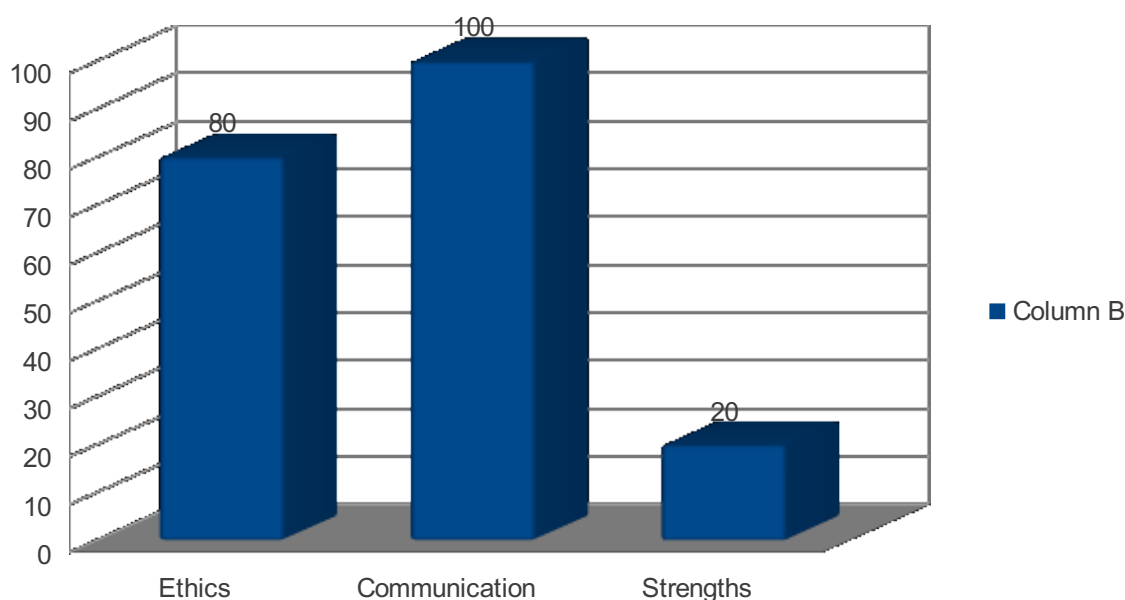
Q15) Does the leadership encourage employees to work to the best of their abilities?	Frequency
Yes	160
No	40



Interpretation: As per the opinion of 160 respondents that leadership encourage motivation level of staff members to work in the best fit of their abilities. If the leadership is encouraged to employees, then, in this case, employees will work in a better manner and give their better contribution to attaining specific aims as well as objectives. On the other hand, there are 40 respondents, and they said that leadership does not encourage the team members to work to best of abilities. It develops a negative impact on the motivation of employees.

THEME 16: Components of organisational leadership

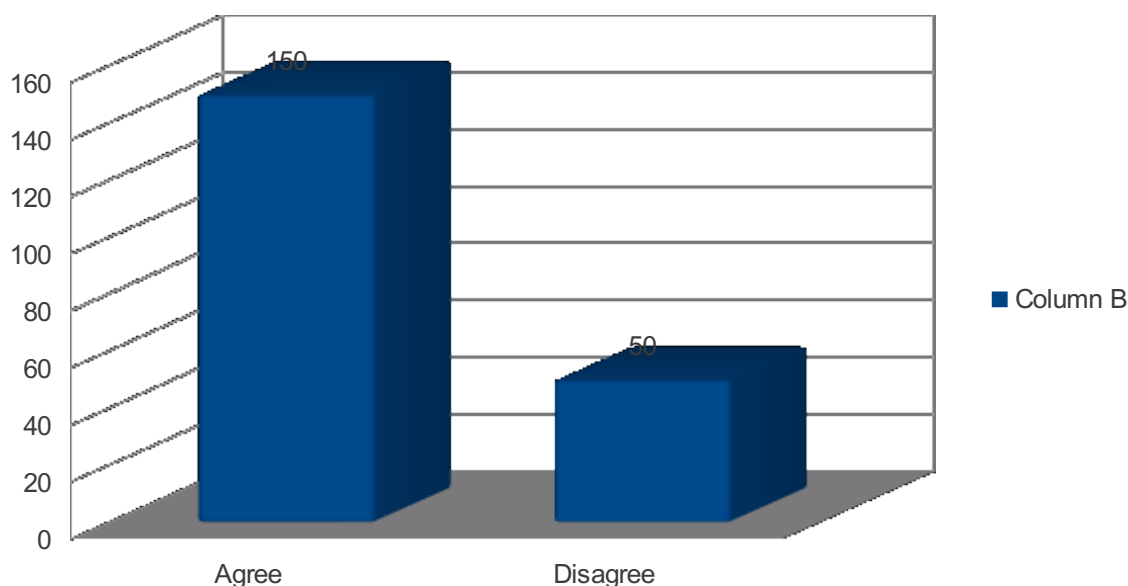
Q16) What are the main key components of organisational leadership?	Frequency
Ethics	80
Communication	100
Strengths	20



Interpretation: organisational leadership is a dual-focused management related approach that works towards what is better for people and group as a whole. It is work ethic and attitude that empowers a person in any kind of role to lead to the top, middle and bottom of the company, as per the opinion of 80 respondents that ethics is the main component of the organisational leadership. An organisation must follow ethical considerations while effectively conducting activities. There are 100 respondents, and they said that communication is one of the better components of organisational leadership. Communication must be better among the leader and team members. Twenty respondents agree with strengths.

THEME 17: Leadership focused on achieving goals through effective planning and organisation

Q17) Does company leadership focused on achieving goals through effective planning in the organisation?	Frequency
Agree	150
Disagree	50



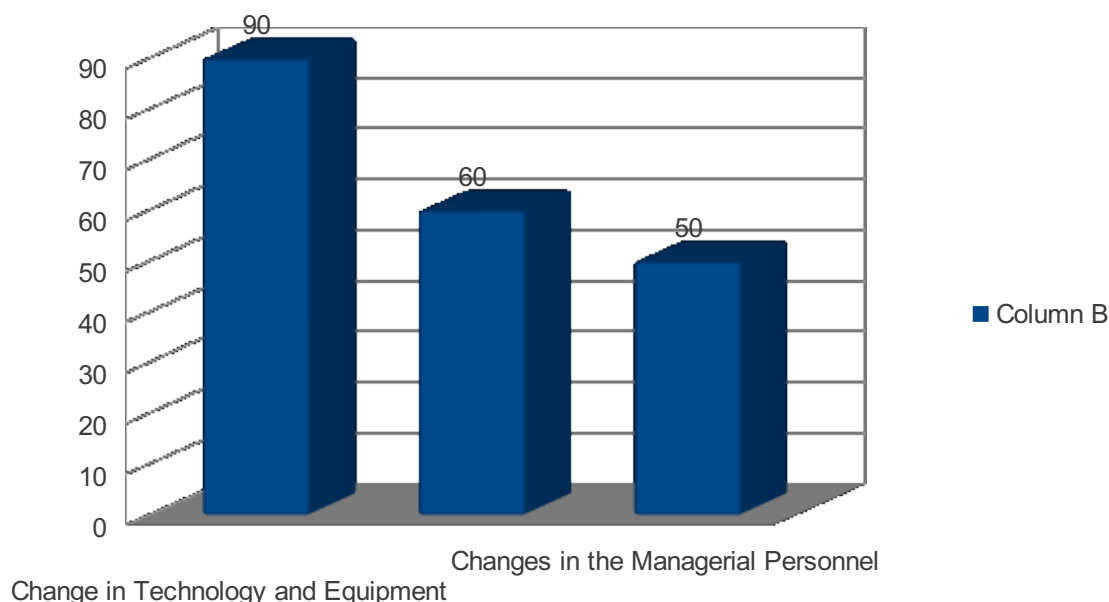
Interpretation: From the above mention analysis, it has been interpreting that there are many different roles of leadership that a leader plays an organisation, according to the opinion of 150 respondents that the main focus of leadership is to attain specific aims and objectives by the better planning in an organisation. With the help of proper planning, team members will work systematically. On the other hand, as per the opinion of 50 respondents that leadership focus on other areas in an organisation.

5.5 Organisational Change

A critical change required is the use of better technology. But this depends on the company's ability to adapt to more competition. Change is achieved through proper training, education and communication as techniques to realise the change. Many employees felt that better incentives to employees would also result in the required change.

THEME 18: Causes of organisational change

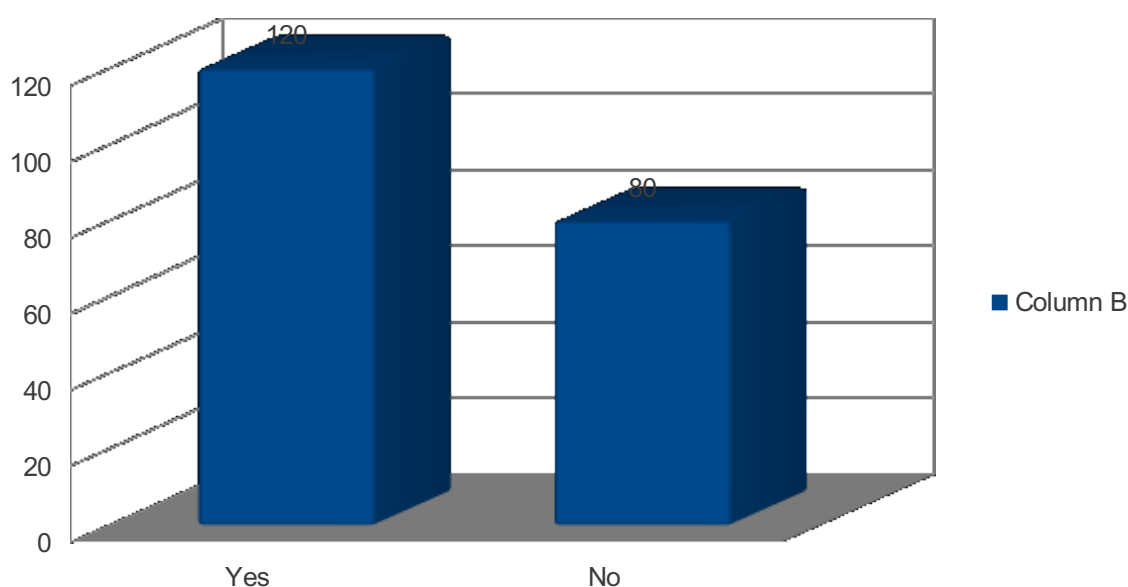
Q18) What are the main causes of organisational change?	Frequency
Change in Technology and Equipment	90
Deficiencies in the Existing organisation	60
Changes in the Managerial Personnel	50



Interpretation: The company makes changes in its business or operations for many different reasons. The change can be positive or negative. Based on the opinion of 90 respondents that change in the equipment and technology are the main causes because of the technology will upgrade. It will be beneficial for a business to conduct business operations effectively. There are 60 respondents, and they said that deficiencies in an existing company. If the deficiencies are reduced than in this case firm can easily perform its activities. According to the opinion of 50 respondents that major causes of the organisational change are to make changes in managerial personnel.

THEME 19: organisational change process while implementing change at the workplace

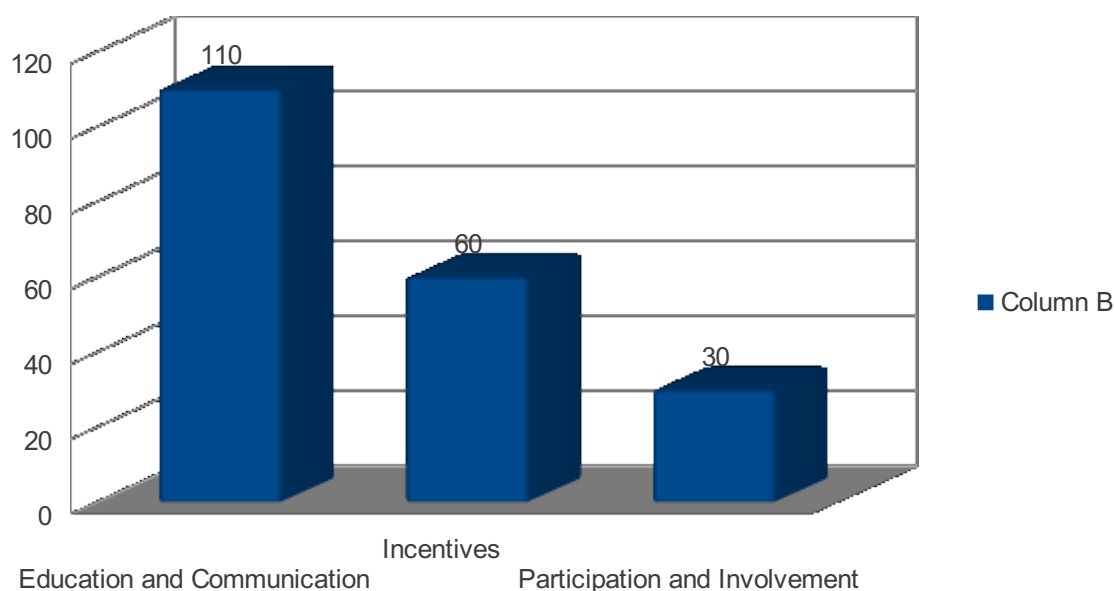
Q19) Should the company use the organisational change process while implementing change at the workplace?	Frequency
Yes	120
No	80



Interpretation: The company makes changes in its business for a better change in business. The organisational change is any kind of alterations which can occur in the working environment. The company must develop adaptability to modify as per the opinion of 120 respondents that the firm should use the process of organisational change at the time of executing change at the workplace. There are 80 respondents who do not agree with this given statement.

THEME 20: Techniques to handle change in a proper manner

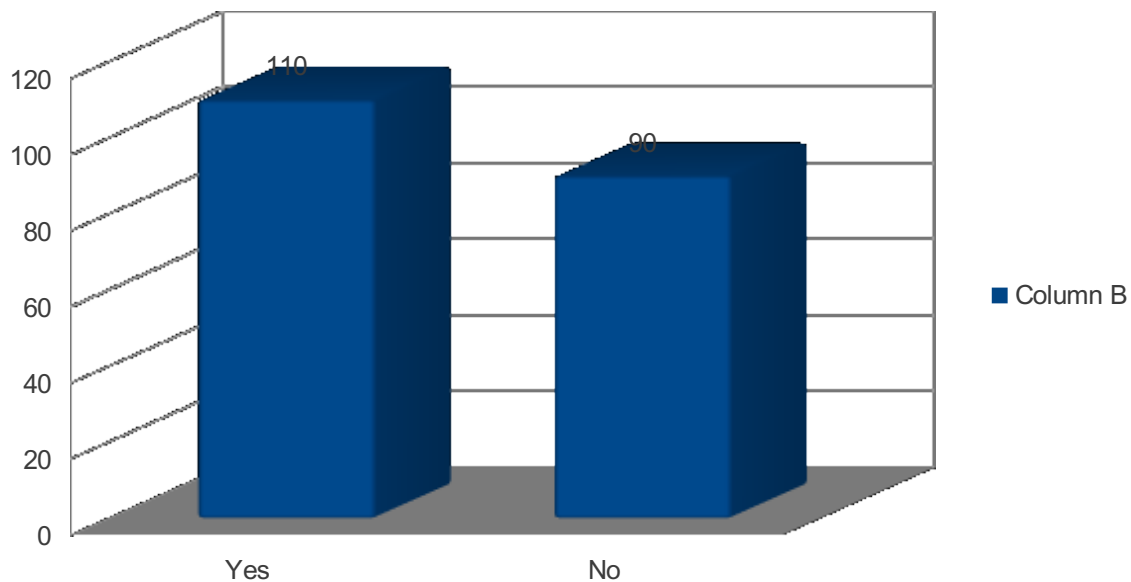
Q20) What are the different techniques to handle change in a proper manner?	Frequency
Education and Communication	110
Incentives	60
Participation and Involvement	30



Interpretation: From the analysis mentioned above, it has been interpreting that there are various techniques to handle change in an effective manner. As per the opinion of 110 respondents that proper education and communication is an effective technique by which the change can be handled in a proper manner. On the other hand, there are 60 respondents, and they said that the company could provide better incentives to employees so that they can work in a changing environment. There are 30 respondents, and according to the involvement and participation are better techniques for handle change properly.

THEME 21: organisational change improve in profitability

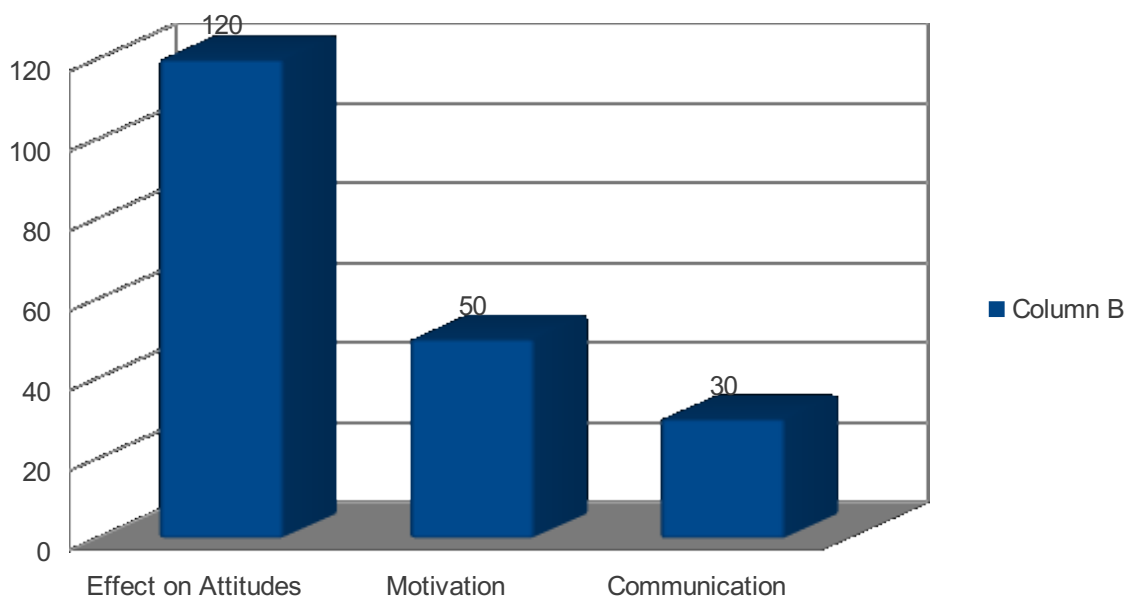
Q21) According to your point of view, does organisational change improve in the profitability of Royal Jordanian?	Frequency
Yes	110
No	90



Interpretation: The organisational change is an alteration of the role of people and structural relationships within the company. A company can make a change in its business for a much different reason. The leader encourages team members to work effectively and adjust themselves in the changing working environment. According to the opinion of 110 respondents that organisational change develops a positive impact on business for increasing the profitability of the business. On the other hand, there are 90 respondents who do not agree with this given statement. They said that other than profitability, the company make a change in its business to motivate employees, provide them with better opportunities and many others.

THEME 22: Impact of organisational change on staff members

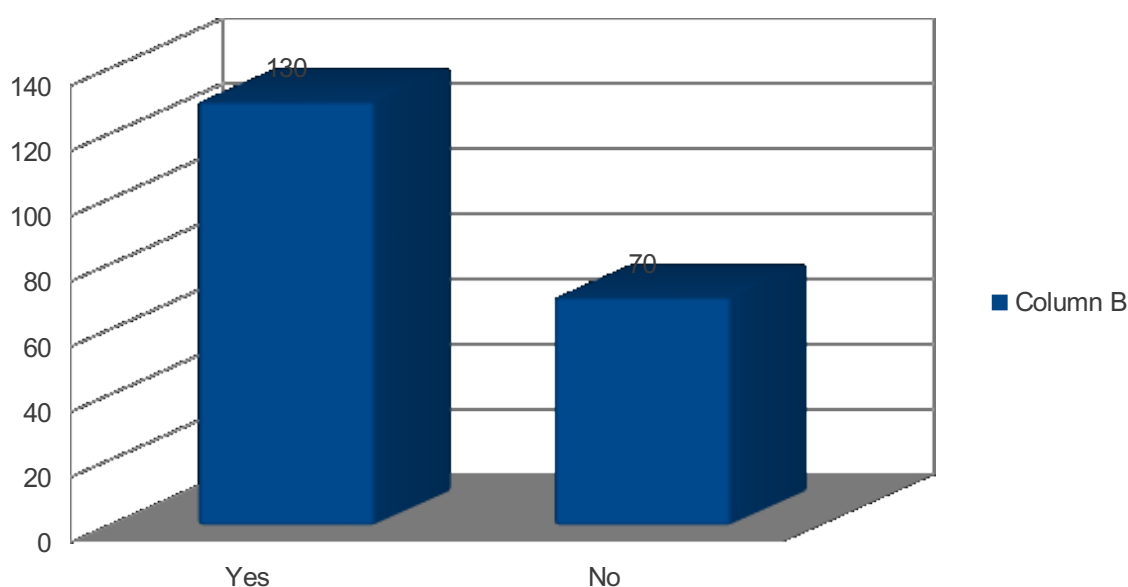
Q22) What is the impact of organisational change on staff members of Royal Jordanian?	Frequency
Effect on Attitudes	120
Motivation	50
Communication	30



Interpretation: organisational change develops a positive or negative impact on business, as per the opinion of 120 respondents that change impact on attitudes of employees. Based on the opinion of 50 respondents that change impact on the motivation level of employees because some people do not feel comfortable to work in a changing environment, and it reduces their motivational level. According to the viewpoint of 30 respondents that communication is a necessary factor that helps in developing a positive relationship among employees and firms. It helps develop a positive impact on employees of Royal Jordanian.

THEME 23: Leader include team members while executing change within the organisation

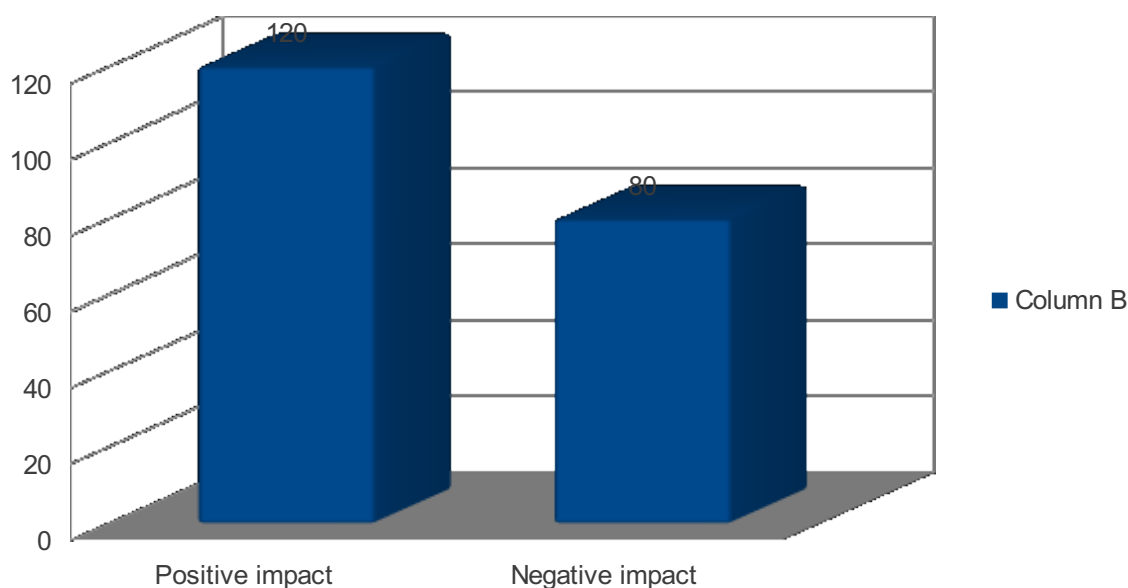
Q23) Does leader include team members while executing change within the organisation?	Frequency
Yes	130
No	70



Interpretation: Leader plays an important role in business. It is a responsibility of a leader to guide employees, motivate them, provide them right direction etc. From this, staff members focus on attaining the aims and objectives within a given period of time. As per the opinion of 130 respondents that leader involve its team members at the time of implementing change within the workplace. It enhances the motivation level of employees, and they will agree to work in a changing environment. On the other hand, there are 70 respondents, and according to them, a leader doesn't need to include its team members in implementing any kind of change within the organisation.

THEME 24: Impact of leadership on organisational structure

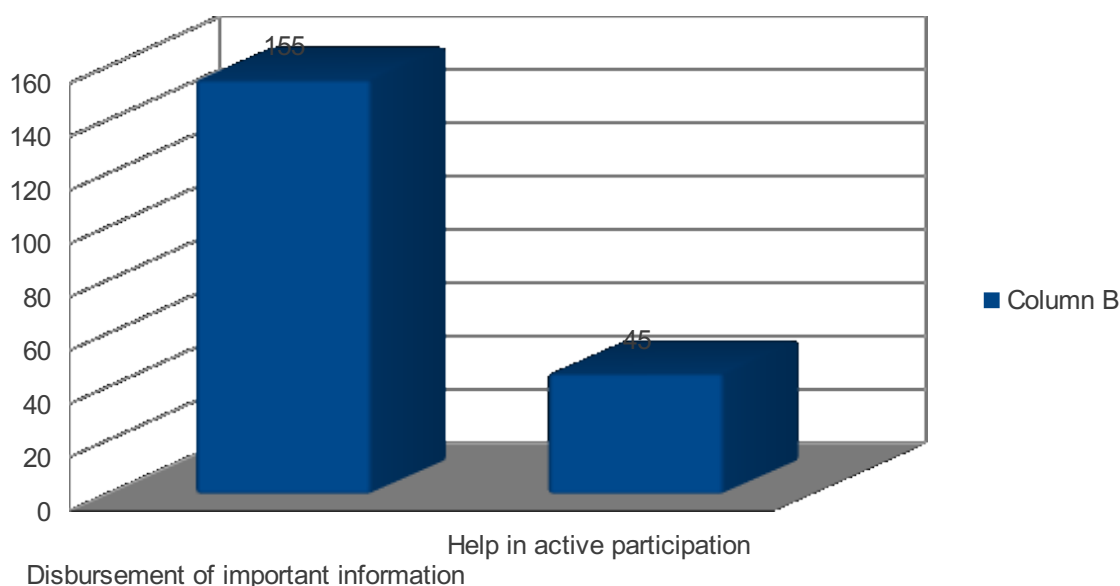
Q24) What is the impact of leadership on organisational structure?	Frequency
Positive impact	120
Negative impact	80



Interpretation: It has been interpreting from the analysis mentioned above that organisation develop its competitive benefit through increasing and enlarging their idea by organisational structure. There are 120 respondents, and they said that the leadership develop a positive impact on organisational structure. The leadership motivate employees to work in a new structure and attain objectives within a given period of time. Based on 80 respondents, leadership develops a negative effect on the organisational structure.

THEME 25: Role of leadership in team building within the organisation

Q25) What is the role of leadership in team building within the organisation?	Frequency
Disbursement of important information	155
Help in active participation	45



Interpretation: It has been interpreting from the above analysis that leader is responsible for a leading group of staff members as they finish the project, they are more responsible for developing as well as executing timeline their team in order to reach at the end goals. The leader always motivates its employees to work in a team without arising any kind of conflict. Based on the opinion of 155 respondents, that role of leadership in team building within the company is to Disbursement of the necessary information. On the other hand, there are 45 respondents who said that the major role of a leader is in help in the active participation in business activities and operations at the workplace.

5.6 Discussion Of Literature Review

This present research was leadership and organisational change in RJA. Leadership plays a necessary role in implementing the change in the workplace in an effective manner. The main objective of this study is to explore the relationship between leadership, organisational change, and organisational effectiveness in RJA. The literature review revealed that there is a need to encourage team members for organisational change within the company (Noruzy et al., 2013). Employees indicate that the main focus of RJA on satisfying the needs as well as expectations of consumers. But employees showed resistance to change within the company but show a positive attitude towards organisational change. About the changes within the organisation, the leader should provide proper guidance about the change, and employees need to understand the reasons for changes in business (Andries and Czarnitzki, 2014). The leader must motivate employees and also give them better assistance so that they can work effectively or efficiently. It has been discussed that for implementing the change, Royal Jordanian airline implements the Lewin change model that helps employees to deal with the change in a better or effective manner.

Under this, transformational leadership has been discussed in the literature review part. Based on extant knowledge on leadership, leaders work with team members and give them proper guidance about completing activities as well as to attain the common aims and objectives within a given period of time (White, 2019). In this leadership type, leaders work with the teams in order to determine the required change, developing a vision to guide the modification by inspirations. The leader in this company deals with all the employees suitably and take their opinions and viewpoints effectively. Leadership plays a necessary role in managing the change in the workplace. In this, the leader communicates as well as a clear vision to all team members significantly. The leader stays connected with team members so that they do not demotivate but rather focus on attaining the set objectives within a given period of time.

5.7 Conclusion

From the statistical information obtained from the questionnaires, it is clear that the Royal Jordanian airline is on the horizon within the Middle - East airline industry. The airline seems to represent a commitment to their customers, to their employees and to the organisation itself. There also seems to be an awakening towards the desire to realise organisational change within the company. There is also the realisation that it is the company's responsibility to see the horizon and ensure that the company is enabling a positive future for its employees and other stakeholders.

From the survey, it was also evident that the guiding principles of the company included the recognition of consistent and positive organisational performance from the employees and the promotion of employee development. There exists within the company the need to change and to adapt to new ways of the airline from a technological and behavioural way. These ways have had the effect of improving not only organisational performance but quality as well.

The survey revealed challenging demands within the Royal Jordanian airline. These include team-working; the latter is always a business model. One person never does great things in business. A team of people makes them. They balance each other, and the total is always greater than the sum of the parts.

It stands from the above that the Royal Jordanian airline is likely to reap benefits of the company and promotes team spirit among its employees and management. This, in turn, is likely to bring about organisational change which will ultimately lead to improved organisational performance.

CHAPTER 6: FINDINGS AND QUALITATIVE DATA ANALYSIS

6.1 Introduction

This chapter provides the researcher with the opportunity to analyse the data qualitatively. If the relationship between organisational change and organisational performance is to be fully examined, then the qualitative approach must be adopted in order to test the concepts through evidence collection and the assessment of that evidence. A mixed methods research design was used in this study to explain participants' perspectives on organisational culture and leadership. The evidence was collected using the unit of analysis based on semi-structured interviews. Another qualitative method included participant observation which involved interacting directly with respondents and listening to their narratives.

Interviews were conducted with top managers of the Royal Jordanian airline. These were face to face interviews with top managers who were experts in their positions. Responses to interviews help to gain a good insight into strategies and processes that the leadership of Royal Jordanian airline is employing to improve organisational performance.

Below are the various interviews conducted between the researcher and top managers of the Royal Jordanian airline. It must be noted that when assessing the different responses from the interviews, the researcher is trying to discover common answers and features between these views. The observations were also part of the research methods used for this study.

Appointments were made with the top management executives of the Royal Jordanian airline, including the Chief Executive Officer (CEO) of the company. Thirty interview questions were put to these executives (See Appendix 3). However, some of the questions

were put to the relevant executive in charge of the department. For example, the researcher would ask questions about training to the relevant Head of Training and so forth.

6.2 Interview With The Executive Assistant To CEO For Strategy

The researcher started by asking the Executive Assistant about GRPI, namely goals, roles, process and interpersonal elements. The following questions are close-ended:

- Are the mission and goals of the company clear and acceptable by all members? Are they in tune with the company's environment? (Yes/No)
- Are the roles and responsibilities clearly described and understood? Do the defined roles fully support the company's goals? (Yes/No)
- Are there processes and procedures operating in the company such as problem-solving methods, communication procedures, decision-making processes that are understood, acceptable and supportive to the company's goals and roles? (Yes/No)
- Finally, are the relationships among staff members healthy and supportive of good teamwork? Is there an appropriate level of trust, openness and acceptance in the company? (Yes/No)

The Executive Assistant maintained that he worked very closely with the Chief Executive Officer in order to achieve the goals of the company. He made it clear "It is the plan that the goals need to fit in line with the strategy of the company and that there is need to move with times. His responsibilities included providing the CEO with hard evidence about the progress being made in sharing information across boundaries". This progress is always measured by using the balanced scorecard, the Executive Assistant maintained.

He also pointed out that fundamental changes were taking place with the Royal Jordanian airline in the form of restructuring and structuring change. There were also process changes whereby employees were consulted on how best to bring about changes which

would improve their organisational performance. At the same time, employees are involved in company development, and as a result, they feel empowered.

organisational communication is critical and detailed how the revisions are communicated throughout the organisation in order to ensure better performance:

Outcomes of such revision to be communicated to a relevant director who meets to build an interactive action plan to implement relevant modified strategy reviewing correction integration and implementation of the hall departments action plan is being done by me with periodic reporting to the relevant director and CEO.

Further, he added:

...to implement all of the above managers in the department were communicated effectively through intensive, frequent meetings and presentation focusing on the necessity to change, how to change and expected outcomes on the process, result and their interrelation with other departments towards achieving the overall transform planed requested by RJA CEO

The Executive Assistant maintained that there was a great deal of support from the top leadership in the process of introducing fundamental changes with the Royal Jordanian airline. He said that the top leaderships were indeed agents for positive change and that they play a very important role in the development of the company and its employees. The latter are encouraged to get involved in problem-solving concerning the running of the Royal Jordanian airline. Indeed it is well established that a problem well defined is half solved.

6.2.1. Interview With The Head Of Training

The researcher put, among other things, the following questions to the Head of Training.

- Does your company offer training opportunities to its employees?
- What impact does training have on employee organisational performance?

- Do you feel it is necessary to train both employees and management for organisational change?
- What really motivates your employees?

The Head of Training emphasized a greater need to train company employees and management. He revealed that the company used both off-job and in-house training for its staff members. Training of airline staff is a requirement of IATA-International Air Travel Association.

Training is designed to improve and develop skills which ultimately leads to better organisational performance in the workplace. The Head of Training pointed out, “Royal Jordanian airline prided itself in its ability to provide the best training for its staff, with a vision to become the leading airline in the Middle East”. This included poaching. Indeed, when budgets are stretched to the breaking point, it is easy to regard training as a luxury that can be dumped. However, Royal Jordanian airline regards training as having many benefits for employees and the company even when times are tough.

According to Hafez (2015), training has the effect of enhancing sales, yields and maximum contribution towards the better organisational performance of employees and the organisation. The morale of the staff usually picks up, and employees start more working with more enthusiasm and diligence to help achieve the organisational goals. The Head of Training revealed that there exists a leadership program designed to influence change from the traditional way of doing things to modern methods.

On motivation, the Head of Training pointed out that there is a recognition of the importance of motivation and its impact on the workforce. He revealed that there were so many ways of motivating staff at Royal Jordanian airline. Apart from monetary methods, there are other methods such as work-life balance policy which has introduced flexibility in the workplace. According to Chesworth (2016), employers know flexibility makes a

difference to the bottom line; this is because flexible working increases wellbeing among employees, and it also contributes towards the retention of valuable employees. Accordingly, the Royal Jordanian airline has such a policy of work-life balance.

6.2.2. Interview With The Head Of Customer Service

The following, questions among other issues have discussed with the Head of Customer Services:

- To what extent does your company provide excellent customer services?
- To what extent does excellent customer service have an impact on employee organisational performance?
- Are customers treated with courtesy and respect?
- Is service responsive, and does it meet the needs of customers?

The Head of Customer Service emphasized that every organisation aims to create, serve and take good care of customers. Any organisation that ignores and ill-treats its customers can never succeed in its business operations. As such, according to the Head of the Customer service, Royal Jordanian airline serves its customers with passion. Indeed that is how it should be. Kamwendo (2015) succinctly put it thus:

“The customer has the power to discuss everyone in the organisations from the board to the shop floor. In any organisation, everything should start with and end with the customer. No one can be so important as to ignore the customer. When customers are put at the centre of the business, they will also put the business at the centre of their concern. If you put customers at the top of your mind, they will put you at the top of their priorities. Customers are the real owners of the brands. They hold the destiny of any organisation in their hands.”

From the above view, it is clear that good customer service should loom large in any business operations. The Head of Customer services revealed thus: “apart from providing good and delicious food to passengers aboard their aircraft, they also provide state of the art entertainment system comprising international videos which embrace all kinds of cultural backgrounds”. The customer service department encourages its ground staff to treat passengers and other customers with courtesy and respect. There are suggestions boxes in the aircraft for passengers to write their comments about the customer service to them. All this is in line with customer care policy being pursued by Royal Jordanian airlines. As Kamwendo 2015 points out:

‘Unhappy customers are a special gift. Never hide customer feedback from your staff. Let the bad news travel fast in your organisation and jolt everyone towards customers. You do not have the luxury to wait for a monthly meeting to correct a bad customer incident. If you are not taking care of your customers, someone else will’.

Mindful of this view, the Head of the Customer service noted that they serve their customers with a positive attitude, passion and pride.

6.2.3. Interview With The Head Of Quality Department

Some pertinent questions have discussed the Head of Quality Control within the Royal Jordanian airline. Below are some of the questions:

- What kinds of quality control does your company use in order to ensure the smooth running of the airline?
- What safety measures do you have in place to ensure customer satisfaction?
- To what extent does your cabin crew maintain professionalism and safety not only for the aircraft but for passengers as well?
- What are your principles of Safety Management Systems (SMS) and how they are used by Royal Jordanian airline?

According to the Head of Quality Control, the core of SMS process is the identification of operational hazards and risks by collecting, processing and analyzing safety-related flight operations data as well as conducting safety audits, filing reports of incidences during operations and assessing operational risks.

The findings are then processed, and an assessment decides whether changes to Standard Operating Procedures (SOPs) are required to improve operational risks and safety.

The Head of Quality Control further maintained: *“the airline safety policy includes details of management commitment and responsibility, safety accountability for managers, the appointment of key safety personnel, and SMS-implementation program and coordination of emergency response planning.”* The Head of Quality Control stipulated that a formal continuous improvement process is always carried out so as to identify the causes of any substandard organisational performance of the SMS and to determine all implications and eliminate any such cases. This is often achieved by regular independent reviews and surveys of the various operational areas.

Another way of quality control is done through training and qualifying the crew. Training is long, and this is done in order to ensure that every flight attendant is qualified, capable and ready to deal with all situations that might face them.

Training and qualifying flight attendants go through two phases. The Head of Quality control had this to say:

“Before the newly hired flight attendants start their training, we start by breaking the ice, introducing them to Royal Jordanian airline, their new family and second home. We take them to the Head Office for an orientation tour to get familiarised with the facilities and the departments. After one week of orientation starts a safety course that is held at the Royal Jordanian Airline Training and Simulation (JATS). Afterwards, they go through

practical training for dealing with emergencies, such as fire-fighting, emergency landing, crash landings and ditching”.

The Head of Quality revealed that the safety course included theoretical and practical drills where future flight attendants experience what they were trained for in real life. He emphasized that being a flight attendant was not as easy as people may think. The cabin crew undergoes many exams and is under observation until it is authorized to start flying and serving passengers. Accordingly, this process often leads to good service on board R.J. This is attributed to the high quality of training of the cabin crew.

The quality manager talked about the effect of a leader in making change and the need for a group effort to achieve better performance:

“Quality is about ensuring compliances. This start by setting the standard, investigating, and complies implementation periodically and reporting any finding with a feedback process to ensure closing of such finding. The above process embeds continuous changes to the process, continues training to the users and in return, continuous development. As quality in RJ responsible for QA activity in different department cooperation and efforts of the group combined of the head of each department will be definitely needed. Thus, a group effort for continuous change based on feedback received from the QA audit report –finding is mandatory for adequate – successful implementation QA activity. This is why I see myself in a hybrid model of the leader, as mentioned above.”

He also emphasised the need to respond quickly in routine daily tasks and stated that this affects organisational performance:

“In the QA department, changes achieved revolved around the way we do our daily task. It is driven by the necessity to change in order to make a quick turnaround in RJ overall performance this included standardization and automation by using multi-user soft wire whether inside QA department and between QA and other departments.”

6.2.4. Interview With The Chief Executive Officer Of Royal Jordanian Airline

The researcher had a wide-ranging interview with the Chief Executive Officer (CEO) of the Royal Jordanian. The interview was carried out against the view that the challenge of leadership as being a major hindering factor to the growth of any organisation. However, this researcher put some serious questions to the CEO. Some of the questions are outlined below:

- **What leadership style adopt company?**

The company adopts the Transformational leadership style because this leader works with a team.

- **What changes have you introduced to your company?**

The changes are related to organisational structure, policies, working culture because the modification is helpful in enhancing working.

- **Do these changes develop a positive impact on the business?**

The Chief Executive Officer had this to say :

“No, change, develop a positive impact on the operations and activities of business because employees are not able to adjust to the new changing environment.”

In responding to the question regarding the kind of leadership style, the CEO answered: *“I am neither the Tyrant of a leader or the live let live leader. Rather, he would be described as both the Group Effort leader and the Real Change making leader. As the Group Effort leader employees take an active role in contributing to the decision-making process and often more than one perspective is brought to the table. As the Real change-making leader, the key is communication. A good leader should be honest, transparent and constructive in the communication process.”* The CEO further maintained that through this style of dialogue, he has been able to encourage teamwork among his members of staff. The organisational culture, combined with a supportive of good teamwork, is a significant factor in determining his leadership.

The teamwork, according to the CEO, is one of the key characteristics that enable the Royal Jordanian airline to overcome challenges and continue to compete with proficiency. The CEO further pointed out that as the leader of a thriving company, he was stressing the importance of the time factor to enable Royal Jordanian airline to grow and develop while offering distinguished services. As such, he is determined to focus on hard work, team spirit, quality and efficiency in all travel processes.

The CEO stressed during the interview:

“The dynamic nature of the air transport industry required continuous development and change and that Royal Jordanian airline believed this was important to completing the restructuring exercise.” He added that such change ensured improved operations and services and thus greatly influences Royal Jordanian airline progress, leading to positive results. The changes should include culture change whereby the airline should learn from what is going on, not only from the Region but from the international airline industry. This is likely to improve employee commitment and motivation.

On technology, the CEO acknowledged that the average business aircraft owner or operator should spend their working life in close proximity to technology at the cutting edge. Whether it is flying-by-wire, glass cockpits, flight planning and tracking or satellite communications, it can all be part of everyday flying. As such, Royal Jordanian airline is now using E-ticketing. According to Russel (2012), a good web site is essential to any business nowadays and even more important in the competitive world of the airline industry. Royal Jordanian airline has Facebook, Twitter and Linked-in profiles to raise awareness of their brand and gain a competitive edge.

Another milestone regarding the role and impact of technology was the introduction of Royal Jordanian airline and Oasis 500 designed to encourage innovation in the airline industry. The CEO revealed that Royal Jordanian airline and Oasis 500 is a leading early-

stage seed investment and business accelerator whereby Royal Jordanian airline will generate innovative business ideas across its entire value chain, and Oasis 500 will invest and accelerate their growth as start-up companies. The Royal Jordanian, according to the CEO, is the first airline in the Arab Region to sign such an agreement with Oasis 500 to invest in innovative ideas and enhance research and development methodologies that aim at enabling Royal Jordanian airline to drive superior organisational performances by facilitating the creation of start-ups that will eventually contribute to improving operational, organisational performance, driving efficiencies, that achieve high returns on investments and deliver against increased customer expectations.

On strategic goals and vision, the CEO said:

“Strategic alliances and innovation are the keys to going forward. Indeed, globally, businesses are now driven by strategic alliances/partnerships as they seek innovative and convenient ways of operating their activities in a hostile competitive world.” The CEO further stressed that the company strives to retain and grow their customer base through the provision of satisfying customer experiences so as to achieve an optimum return on investment. This explains why the Royal Jordanian airline came into, for example, a share agreement with Qatar Airways. This agreement is based on the New Code, which aims further to expand travel opportunities for the customers of both airlines.

Through the new agreement, the CEO further elaborated, Royal Jordanian airline passengers travelling between Amman and Doha on both Royal Jordanian airline and Qatar Airways will benefit from the same airline code. Members of the airlines’ frequent flyer programs will also be able to collect points on each other’s flights. Both Jordanian and Qatar Airways belong to the One World Alliance.

6.3 Themes Emerging

The thematic data analysis reveals the emerging themes that show participants' responses, shown in the table below. There are four themes concerning leadership level activities: challenges and strategic responses, implementation, organisational communication and culture, organisational change and performance.

The vision for the company is significant, and the change in organisational culture needs to be possible to achieve it. Regarding the vision for the company CEO shared the following:

“I am responsible for creating a vision for our company. I am aware that our Arabian culture needs to be accounted for in the vision and subsequent strategy. But the challenges we face are not only Arabian, but they are also international and rooted in market economics. The executive board and I have to embed our vision and way of working in this international, competitive market.”

Changing culture was noted as the key issue in meeting the strategic challenge. The CEO is aware of the Arabian culture infused throughout the organisation and how it affects the way employees, including executive board members, behave. However, he believes that all the employees support positive change that results in better performance. He articulated it as follows:

“Companies create a culture for solving problems. Our Jordanian culture is intrinsically different, and we need to change that. We need to think about our strategic challenges as problems and our responses as solutions. So culture is for solving our company's strategic problems. The Arabian mentality is to see problems as bad. We want our employees to learn to see problems as positive ways to improve their individual performance and our corporate performance.

Cross-tabulation of responses with emerging themes

Challenges and Strategic Responses	Implementation	organisational Communication	Organizational Change & Performance
Chief Executive Officer envisions the company and works with the executive board to formulate a strategy.	Chief Executive Officer monitors effective implementation.	Chief Executive Officer promotes a new organisational culture.	Chief Executive Officer affects change related to performance.
Executive Assistant supports analysis of the company's competition and market.	Executive Assistant provides evidence-based analysis to the CEO using the Balanced-Score Card.	Executive Assistant manages a consultation process with employees concerning organisational change and performance.	Executive Assistant monitors and provides information about the restructuring change.
Head of Training designed Leadership Training Programme for organisational change.	Head of Training reported that staff morale to accomplish responsibilities is built up through training.	Staff motivation is influenced through regular communication concerning work-life balance.	Head of Training aligns training needs with strategy,
Head of Customer Service designs customer service experience to enhance performance.	-	Head of Customer Service communicates the required levels of customer services and contributes to training.	Head of Customer Services assesses customer service.
Head of Quality Control aligns quality and SMS with strategic goals.	Head of Quality Control monitors SMS.	Head of Quality Control ensures effective communication of SMS.	Head of Quality Control assesses SMS.

The Executive Assistant of the CEO shared the CEO's leadership views and management practices. Cultural change is the most problematical, but the Arabian culture is accommodating, as he said:

“When it is necessary individuals generally do change. Our company values reflect the need to change in order to remain competitive. And our employees recognize this need, and they adhere to the program of change.”

Though the actual implementation is difficult, there is a need to be often reason individually with employees, rather than broadcast and expect it to happen:

“We find that many individuals at all levels of the company need to be individually addressed, an aspect of Arabian sensitivity that the person is important enough to deserve individual attention. But on the whole, this not an onerous task, as it is part of the Arabian culture anyway.”

Organisational performance and quality need to be aligned. The leadership needs to ensure that performance is not at the expense of quality. The Head of Quality is aware that any compromise in quality can be highly damaging to the company's reputation. He said:

“There are certain critical areas that we cannot compromise for any amount of improvement in performance, and they concern the safety and integrity of our planes. Our leadership of the airline is based on this. We can only be as good leaders as our quality performance, and our organisational performance is dependent on it.”

6.4 Conclusion

The comprehensive interviews held between the researcher and the top management executives of the Royal Jordanian airline provided a deep insight into the operations of the airline. It can be established from the interviews that the leadership of Royal Jordanian airline faces some challenges in bringing about organisational change within the company. Leader behaviour is associated with significant outcomes such as job satisfaction, organisational performance and effectiveness among employees and management. It is

quite clear from the interviews that the top management executives are indeed trying their best to improve the quality of life for their members of staff. The CEO stressed the importance of investing in time and working as one team. There are also structural changes underway, and it should be interesting to discover whether such changes will be a success story.

Training is playing a major role in airline operations, and employees seem to be highly motivated as a result. There is also a work-life balance in the workplace, but it needs to be widespread and across the board. Customer service seems to be on the right track. According to the interviews, Royal Jordanian airline prides itself in providing excellent customer service. Indeed customer service represents the heart of Royal Jordanian airline in the hearts of the airline's customers. However, there is a need to have a proper measurement of customer satisfaction. Innovation seems to play a major role in the Royal Jordanian's operations, and this is likely to improve organisational performance.

As noted earlier limitations of insider researcher can be reduced by making available self-reported interviewee responses. The verbatim data analysis allows readers and other stakeholders in the research to check the data for themselves. The bias of the insider is thus minimized because actual statements of respondents are reported. This kind of bias can be reduced by developing trustworthiness. The researcher had mutual trust with participants, which resulted in obtaining frank data and comments from respondents. Following Guba's (1981) model to ensure the trustworthiness of the qualitative research, the qualitative design maximized neutrality, consistency, and truth-value of the data.

CHAPTER 7: CONCLUSION, CONTRIBUTION, AND RECOMMENDATION

7.1 Introduction

It is concluded from the above discussion that leaders play a necessary change agent role in an organisation and they enhance the motivation of team members so that they can develop work on attaining the specific aims and objectives effectively. Leadership is an action of leading people in the company so that they can focus on attaining objectives. Leaders can do this by influencing the behaviour of staff members. Studies show that leadership set a clear vision for the company, motivate staff members, and guide them by developing their morale and working process. This research is based on Royal Jordanian airline and exemplifies the transformational leadership style. In this, the leader works with team members and provide the right direction to perform effectively. Based on the above discussion, leaders find effective ways to enhance the motivation of employees such as better communication, leadership, including decision making etc. Critically, leadership plays a necessary role in organisational change. The company makes changes in its business for betterment. The leader of Royal Jordanian airline understands the benefits of change to employees and also increase their morale so that they can give their contribution in maximizing productivity as well as the development of business.

An Introduction Chapter, the researcher set out aims as well as objectives. For the investigation, the study focused on leadership and organisational change in a literature review by discussing and evaluating existing research. In research methodology part, there is a discussion of different methods of data collection and methods of analyses the collected information and the choice of pragmatic approach for this research. Both primary and secondary data methods have been used in gathering accurate and relevant information and data by considering relevant sources. For analyses of collected data, thematic analysis has

been used, and it provides accuracy as well as the relevancy of the collected data in an effective manner.

The primary objective of this research was to critically conceptualize leadership and organisational change using the Royal Jordanian airline as a case study. The aim was to have a better understanding of the crucial factors that influence organisational change within the airline. The study was carried out with the background knowledge of the manner in which business organisations in the Middle East are heavily influenced by cultural factors. However, changing culture in a business organisation is often fraught with problems. As such, it became imperative to discover the link between leadership style, organisational culture and organisational performance.

The study was based on both the descriptive and qualitative approaches. Therefore the research undertook a mixed-method approach. Questionnaires were distributed to 120 employees of the Royal Jordanian airline, and interviews were held with top management executives of the company. The results of both the questionnaires and interviews provided insights into the operations of the Royal Jordanian airline.

7.2 Contribution

The contribution of this research is to explain leadership outcomes in the specific Arabian context of Jordanian airline as determined by organisational culture, external environment, and Arabian culture. Since the research focuses on Arab leaders in Royal Jordanian airlines, the need to explain leadership in the Jordanian Arab context, and particularly in Royal Jordanian Airways, has been met. The study makes a contribution to knowledge about leadership and organisational change as mediated by Arab cultural traits in the context of Lewin's model. However, the relationship between leadership style, organisational change and organisational performance, within the Jordanian Arabian context needs to account for Arabian culture. Consequently, the study reveals that clear evidence of cross-cultural leadership by top management at Royal Jordanian Airline. The present study reveals that

cross-cultural leadership affects organisational culture, as revealed by Feldman & Msibi's (2016) study too.

As Jordanian organisations like banks and airlines become more culturally diverse, better knowledge of organisational culture formation is necessary to improve performance. This can improve understanding of how to manage cross-cultural difference, as indicated in the present study. The specific themes emerging from the thematic analysis indicate the unique Jordanian Arabian context in which leadership is affecting the organisational cultural change in order to improve performance. These themes are challenges and strategic responses, implementation, organisational communication and culture, organisational change and performance. These themes are the same for any other company and reflect the cross-cultural leadership style of the leader and research in this area is well established for example House et al., (1997) and recently Feldman and Msibi (2016). However, because of the Jordanian Arabian context, which is reflected in the organisation culture, the leader manages these aspects with due consideration of the Arabian context. As Dickson et al. (2003) indicate in their review of the literature, there has been a decline in seeking universal leadership principles and more accounts of specific impacts of national culture on leadership.

The research aimed to provide a specifically Jordanian (Arabian) account of leadership involving leadership, culture and organisational change has been achieved. The study developed an empirical conceptualization of Jordanian leadership style, organisational change, and organisational performance as reflected by Arabian cultural traits of leadership. Consequently, the research objectives have been achieved. The literature review revealed cultural and leadership traits that mediate leadership, organisational culture and performance which were investigated in the Jordanian context - the leadership styles and leadership culture of Royal Jordanian airline top executives, including CEO. Factors that support and/or hinder leadership and organisational change were identified, and the Jordanian organisation context was analysed, in terms of Arabian culture including national, tribal and religious traditions on leadership styles. Finally, a conceptual

framework of Arabian leadership styles and organisational change for enhanced organisational performance was suggested.

This study makes a contribution to knowledge about leadership and organisational change as mediated by Arab cultural traits. The relationship between leadership style, organisational change and organisational performance, within the Middle Eastern context based on the case studied, requires accommodating Arabian culture. The economic need to perform is recognized. But how it is set and achieved accounts for Jordanian culture. As noted by Szabla (2007) vacancies are primarily filled by means of jobs and personal connections as they are directly provided to relatives, friends and family members with extremely little focus towards competency, experience and personal achievements. Social networks are built through the means of family networks that are considered a significant force for all integrated aspects of decision-making (Metcalf, 2006). As a result, they play an extremely pivotal role in the prosperity of individuals and companies in this regard (Smollan, 2006).

Consequently, western models of leadership style do not solely account for these aspects of Arabian culture. The role of Arabian culture in the leader's goal of organisational transformation to achieve improved organisational performance is significant. A leader needs to cater to cultural aspects such as perceived special relationships with senior individuals and even individual employees from the same tribe. However, the need for change to remain competitive is recognized by everyone generally.

Consequently, there is clear evidence of cross-cultural leadership by top management at Royal Jordanian airline. The economics of the airline industry impact on leadership style, and leaders adjust their strategy accordingly. However, the actual setting of strategy and its implementation, particularly as it requires organisational cultural change, needs to work in harmony with Jordanian culture set in deep tribal relationships.

In part, this cross-cultural leadership stems from symbolism and pride. As noted in the literature review, the company prides itself as a symbol of decorum and high dignity. Also, it represents a relatively matchless quality that is related to the company's services and products. The company's employees care about client-side (Jawabreh et al., 2012). Staff are proud of such symbols (Patterson et al., 2004).

This research contributes to the scant literature on the Middle Eastern context of the impact of leadership style on organisational cultural change and organisational performance. The study contributes to a new understanding of leadership and management that is driven by an organisational culture which takes into account both western and Middle Eastern models but assumes the underlying model of Middle Eastern leadership grounded in its own unique Jordanian culture.

7.3 A Reflection Of The Literature

The first two chapters involved a discussion on the role of leadership in influencing organisational change. Different kinds of leadership were analysed, including transformational charismatic and transactional leadership. Charismatic leaders were viewed as leaders who expected high outcomes from themselves, their team and followers. Transformational leaders encouraged organisational satisfaction, commitment and effectiveness and transactional leaders believed in being pro-active. From the interviews with Royal Jordanian airline's top executives, it became clear that they had a clear vision about the state of their company and where it is heading to.

The theoretical framework for this study was discussed in chapter three, and there was the exploration of the key factors influencing organisational change. There were discovered the leadership, the external environment, the internal environment and organisational performance. These were seen as forces driving organisational change. Training and development, technology, quality of service, customer loyalty, leadership style and other

independent variables, all contributed to organisational change. Therefore the conceptual framework for this study seeks to explain the relationship between leadership, organisational cultural change and organisational performance.

7.4 Reflection On The Aims And Objectives

The primary aim of this study was to develop an empirical conceptualization of leadership style and organisational change as mediated by Arab cultural traits by investigating the case of leadership in the Royal Jordanian airline. Because of the above, the researcher evaluated the various attributes necessary in order to effect change in the organisation. The objectives included analyzing the organisation structure of the Royal Jordanian airline, analyzing the impact of Arab culture on leadership styles and developing a conceptual framework of Arabian leadership styles and organisational change.

Analysis of the above issues was done against the background of the fact there are few studies regarding the role of leadership in organisational change that has been carried out on a company located in the Middle-East. It is a fact that business organisations need to adjust and adapt to changing times in this competitive world as such leadership role becomes very important indeed.

The study was guided by research questions which sought to answer issues about the relationship between leadership, organisational change and organisational performance. The role of technology and other strategies were under scrutiny in this study in order to ascertain how these can improve quality and efficiency within the Royal Jordanian airline. The research methods involved both primary and secondary data. The former involved questionnaires and interviews and the latter was obtained from books, journals, newspapers, articles, magazines, official reports and websites.

7.5 Analysis And Implications

The findings of both the qualitative and descriptive research demonstrate the importance of organisational change, especially in a world where all kinds of cooperation and competition between organisations in many countries are on the increase. The findings also show the importance of cross-cultural management in a world where the influence of culture on companies operating globally is assuming greater proportions. As Browaeys and Price (2008 p132) point out:

“Fundamental organisational change involves changing the culture of the organisation concerned. Organisational change is a cultural process. Once the process of organisational change and the mechanism involved has been presented, the concept considers the cultural insights needed for change to succeed.”

It was established in earlier chapters that organisational change required a leader who was motivational and inspiring the subordinates and empowering them in order for organisational change to be effective. This is the so-called transformational leader. As Browaeys and Price (2008 p153) again argue:

“The transformational leader creates, communicates and embodies a vision that can influence changes in the attitudes and assumptions of subordinates, builds their commitment to the organisation and inspires trust confidence and loyalty”.

Thus, a transformational leader is critical to the organisational change process. The leadership of Royal Jordanian airlines should, therefore, be mindful of this state of affairs.

7.6 Limitations Of The Study

This research, in the main, was conducted in the best possible manner. There was cooperation, particularly from the interviews with the top management executives of the Royal Jordanian airline. The CEO of the airline spent quite a lot of his time with the researcher, answering the questions in a very meticulous way. He paid a lot of attention to detail which made it possible to have a better understanding of the dynamics of organisational change within the company.

However, regarding the descriptive information gathering, quite a number of potential respondents failed to return their questionnaires to the researcher. Still, a sizeable number, especially from the Head Office managed to send their responses to the researcher. It was difficult to obtain responses from regional and sub-offices of the airline. However, those who responded together with the answers from interviewees provided the researcher with better insights into the operations of the Royal Jordanian airline.

7.7 Recommendations

- This research has shown that if the meaningful organisational change is to be effected, then both employees and top management must be aware of their culture and the operational environment. It is therefore recommended that the Royal Jordanian airline company must respond appropriately to the environment.
- The company should provide training and development to enhance the skills and core competencies of team members. Through this, they can able to adopt organisational change.
- Royal Jordanian airline should send more of their staff members abroad to attend conferences, seminars, workshops and symposia in order to acquire skills in inter-cultural communication and other social skills. These skills will be crucial in bringing about the desired change.

- There is a greater need to provide work-life balance opportunities to male employees of the company. Currently, only female employees are granted time out to work from home for various reasons such as child care, stresses and strains arising from work.
- An understanding of environmental, social and corporate governance issues is necessary and integral to assessing the long-term risks and opportunities associated with the airline industry.
- Royal Jordanian airline has got some strong competition regionally and particularly in recent years; there is a greater need for the company to strengthen its strategic alignment. The company should adopt a global outlook with regional insight.
- It has been recommended that leaders should motivate employees by developing effective strategies.
- Leaders should follow effective procedures as well as policies. They should work by following ethical procedure and regulations.

Finally, it must be recognised that behind every great brand stands a great team. The researcher is confident that Royal Jordanian airline's competent and innovative team is dedicated to providing great service delivered by a board, chief executive officer, management and staff committed to excellence.

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APPENDIX 1

ROYAL JORDANIAN AIRLINE AND INDUSTRY ANALYSIS

1.1 Company Overview

The Royal Jordanian airline was set up in 1963 after His Majesty King Hussein had issued a Decree for the establishment of the national air career. In a famous speech, the King expressed the following unforgettable words: “I want our national carrier to be the ambassador of goodwill and the bridge across which we exchange culture, civilization, trade, technology, friendship and better understanding with the rest of the world” (Ismail 2011). From the outset, King Hussein was keen that the management of the Royal Jordanian airline should promote intercultural understanding with other companies operating airlines.

Inspired by this vision, the Royal Jordanian airline started its operations with utmost dedication and diligence (Ismail 2011). Today, the airline operates under the guidance and directives of His Majesty King Abdullah II, and it continues to modernize and upgrade its services, renewing its fleet and expanding its route network and activities. The Royal Jordanian airline is headquartered in the heart of the Capital, Amman and their flights are operated from Queen Alia International Airport (the researcher is a Royal Jordanian airline pilot). There are more than 58 destinations of Royal Jordanian Airline to four continents. The airline also operates charter flights, through its subsidiary company, called Wings, from Amman Civil Airport in Marka. The Royal Jordanian airline company owns 20% of Royal Jordanian airline Training and Simulation Limited (JATS), 20% of Jordan Aircraft Maintenance Limited, 20% of Alpha and 60% of the Royal Jordanian Air Academy (Ismail 2011).

Royal Jordanian airline Fleet

Aircraft	Total	Orders	Options	Passengers			Notes
				C	Y	Total	
Airbus A319-132	4	-	-	14	96	110	Fitted with on-air mobile services JY-AYP painted in one world livery
Airbus A320-200	7	-	-	16	120	136	Fitted with on-air mobile services
Airbus A321-200	4	-	-	20	147	167	Fitted with on-air mobile services
Boeing-787	11	-	-	24	220	244	
Embraer 175	3	-	-	12	60	72	-
Embraer 195	5	-	-	12	88	100	First Middle-Eastern airline to operate type
Total	34						

Source: Royal Jordanian airline Fleet: www.rg.com

The Royal Jordanian airline has membership with several elite airlines including American Airlines (AA) British Airways (BA), Iberia, Cathay Pacific and Japan airlines. According to Ismail, Royal Jordanian Airline are the first Arab and regional air carrier selected to join any of the three global airline alliances namely, One World, Sky Team and Star Alliance (2011). From the foregoing scenario, it can be determined that the Royal Jordanian airline received all these accolades because of the reputation and international level of competitiveness. As Ismail (2011) puts it: the Royal Jordanian airline has an enviable reputation for quality.

From its Annual Reports, the Royal Jordanian airline continues to register progress and modernize its operations through the improvement of its services. The passengers enjoy the services offered by the company, which ensures that every flight is a unique travel experience. The airline company comprises of more than 4,500 staff members, and it invests heavily in its human resources and technology. The company believes in training and development for its staff members (Ismail 2011).

1.2 Royal Jordanian Airline And The Role Of Information Technology

A major objective of any company, including airlines is to reduce costs and increase efficiency. One way of achieving this objective is to invest heavily in information technology and systems. It is believed that information technology (IT) can help firms to cut costs and improve organisational effectiveness. But as Jawabreh et al. (2012) caution: there are concerns about the choice of these technologies and their deployment and as such the organisation's ability to successfully achieve appropriate returns from these technologies is often met with some obstacles. Yet it is perceived that IT can be used as a tool towards the profitability of airlines industry.

The introduction of electronic ticketing in recent years is serving as an enabler for automated delivery of travel products. The process has also improved communication between several parties involved in the airline industry. These include travels and travel suppliers, airlines themselves, hotels and other people enquiring about travel information. The airline industry is benefiting from using the internet to improve its distribution strategy and reducing costs as Buhalis (2004) (cited in Jawabreh et al. (2012) puts it: airlines industry is also using intranets and internal systems to develop tactical and strategic management. In addition, extranets are being gradually used for communicating with partners and for supporting business-to-business relationships.

It is important to note that profitability relates to a company's ability to procure a reasonable profit from the businesses so that investors and shareholders may continue to provide capital to the organisation.

A study by Jawabreh et al. on the impact of information technology on the profitability of the airline's industry with special reference to the Royal Jordanian airline demonstrated the importance of IT in the airline business. The study showed that IT is critical for the strategic and operational management of airlines and that it directly affects the future of

airlines competitiveness. Technology is a factor that affects many aspects of a company's strategy. As Porter asserted, technology offers new innovative ways to compete through the reduction of costs and the differentiation of products (1985).

In their study, Jawabreh et al. calculated the net-profit of the Royal Jordanian airline (from 2001 – 2010 thus:-

Net profits ration in Royal Jordanian airline (amount in thousands JD).

Year	Sales	NPat	Net profit (%)
2001	217217	-12116	-5.58
2002	238879	-3043	-1.27
2003	270727	-9753	-3.60
2004	362840	15327	4.22
2005	413166	20516	4.97
2006	447049	6135	1.37
2007	542584	20363	3.75
2008	702691	14038	2.00
2009	598260	28614	4.78
2010	515776	13548	2.63
AV	430918.9	9362.9	1.327
SD	153281.5	12969.3	3.468631
CV	0.35570	1.38517	3.61388

Source Annual Reports of Royal Jordanian airline form 2001 – 2012 (adopted from Jawabreh et al., (2012).

The figures demonstrate that the Expense Ratio showed a fluctuating trend during the period 2001 – 2012. The reasons behind the net profit up and down are increasing of the

fuel prices, services are not prepared as per the international requirements, increasing of taxes, maintenance is very costly, and there are competitions of airlines (Jawabreh et al., 2012).

The authors made some conclusions which included that return on investment trend in Royal Jordanian airline was the key to organisational performance. Jawabreh et al. (2102) made strong recommendations. They pointed out that more careful attention should be paid by managers on IT investments to enable the positive impact of IT. They asserted that a clear strategic plan and Information Technology plan was needed as alignment between strategic objectives and IT was a major reason behind IT investment success. Most importantly, the authors argued that investment in IT should be accompanied by an appropriate organisational cultural change to increase the likelihood of a positive payoff. Information Technology benefits intensify in those areas where IT investments were accompanied by corresponding changes in organisational characteristics. It can, therefore, be summed up that IT investment adds value to organisational performance and outcomes.

1.3 Royal Jordanian Airline And Competition

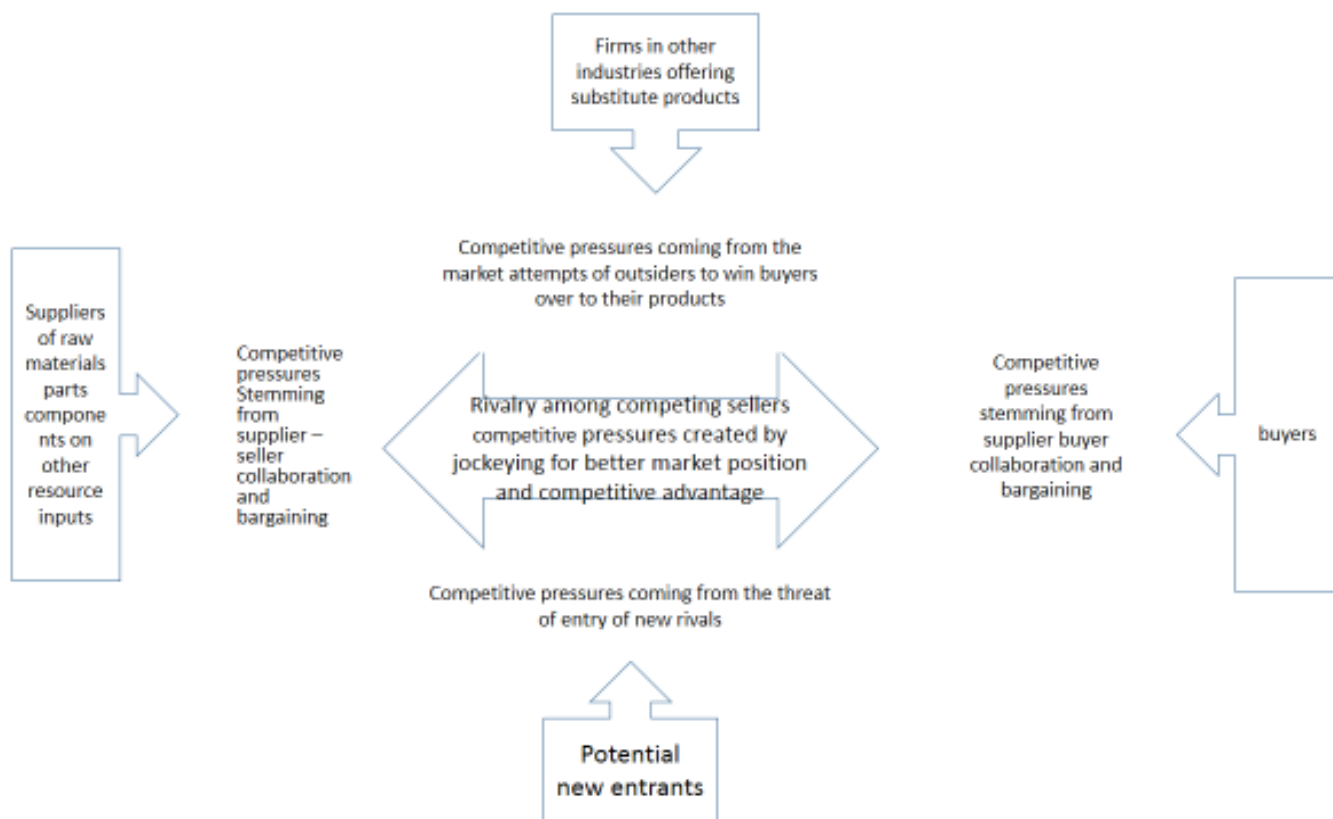
In order to obtain a deeper understanding of the competitive position of the Royal Jordanian airline in the airline industry, this research uses a mix of strategic tools such as Porter's Five Forces, SWOT Analysis, (TQM) Total Quality Management and Customer Care Management. Porter (1998) highlighted that competitive advantage grows fundamentally out of a value that an organisation is able to create for its customers that exceed the organisation cost of creating it. Indeed in the current competitive environment of service affluence, globalization, customer sophistication and new technology, an organisation should strive for competitive advantage. The latter is at the mainstay of an organisation's success or failure because it gives a sustainable control of the market to the organisation.

According to Armstrong (1997), an organisation should be able to use competitive business intelligence in order to build up its own strategic advantage that will give it a competitive

advantage over its rivals. Therefore in sustaining the competitive advantage, the organisation should be able to constantly monitor the activities of their competitors to enable them to improve their product knowledge and update their level of strategic planning to be above that of their competitors.

The Royal Jordanian airline faces stiff competition from other Middle-East airlines such as the Emirates, Qatar Air, Air Arabia, Jazeera Airways and Fly Dubai to name but a few. Because of the entrance of these new competitors, the Royal Jordanian airline must attempt to achieve a competitive edge by creating changes within the organisation so that they might improve airline organisational performance. The Royal Jordanian airline must constantly strengthen its market position through, for example, brand building and projecting a quality image. All this is likely to bring commercial benefits and serve to motivate and differentiate the company by creating a coherent corporate identity.

1.3.1 Porter's Five Forces Model



The state of competition in any given industry is composed of five competitive forces as underlined by Porter (1980), and a careful analysis of these forces often obtains a good understanding of the dynamics within the industry. The figure above shows the complex interplay of these forces in any industry and how they influence the competitive dynamics. The author argues that the competitive forces that intensify within the industry are bargaining power of buyers, bargaining power of supplier, the threat of new entry and availability of substitutes. These constitute the most important influences on the attractiveness of any given industry. Thomson and Stickland (2003) elaborate on each force, underlining the sub-factors that need to be considered while studying each force.

Thus the tempo of cross-company rivalry depends on issues such as the size of competitors and their number, slowness of product demand, nature and speed of obsolescence of the

product, cheap switching costs for buyers of the product, presence/absence of dissatisfied competitors firms and strong potential new entrants.

Similarly, the threat of potential new entrants within the industry depends on a range of factors such as economies of scale, cost and resource disadvantages, independent of size, learning/experience curve effects, difficulty in matching the technology and specialized know-how of firms already in the industry, the strength of brand preferences and customer loyalty within the market, capital requirements for operations as well as R & D and technology innovation, access to distribution channels and regulatory constraints. In a like fashion, the bargaining power of buyers within an industry is likely to depend on the magnitude of switching costs for buyers, the number of buyers and whether they are well informed about prices and costs, the threat of backward integration and its credibility and the degree of discretion that buyers have while purchasing their product. A competitive edge through creating changes within the organisation so that they might improve airline organisational performance. The Royal Jordanian airline must constantly strengthen its market position through, for example, brand building and projecting a quality image. All this is likely to bring commercial benefits and serve to motivate and differentiate the company by creating a coherent corporate identity.

This research shall identify the competitors of the Royal Jordanian airline, who they are, their strength and weaknesses relative to Royal Jordanian airline and the customers. A company sees its competitors as other companies offering similar products or services to the same customer groups at more or less similar prices or fares. As such, this research shall study customers both present and prospective of the Royal Jordanian airline and other airlines in order to discover the attributes that are important to them for flying the Royal Jordanian airline. For airlines, moving first makes customers loyal and also proves to be a pre-emptive strike. Govin et al. (1999) provided detailed research evidence on the effects of pioneering. The authors argue that pioneering or moving first is especially useful when it helps build an organisation's image and reputation with customers. It also provides the

organisation with technological advantages that can eventually lead to an absolute cost advantage.

It will be important, therefore to discover whether the Royal Jordanian airline applies first-mover advantage in its operational activities. This is important if the company is to achieve a good image and a forward-looking corporate identity. Desai (2010) argued that organisations often learn through routine and repetitive experiences to refine their operational activities, improve their efficiency and raise the reliability of their outcomes. He further argued that when failures occur, evidence suggests that organisations direct their attention towards understanding their characteristics and preventing similar events in the future. From this standpoint, it can be established that an organisation should not be afraid to apply first-mover approaches to its operations even if mistakes might be experienced along the way.

1.3.2 Sustainability Of Competitive Advantage

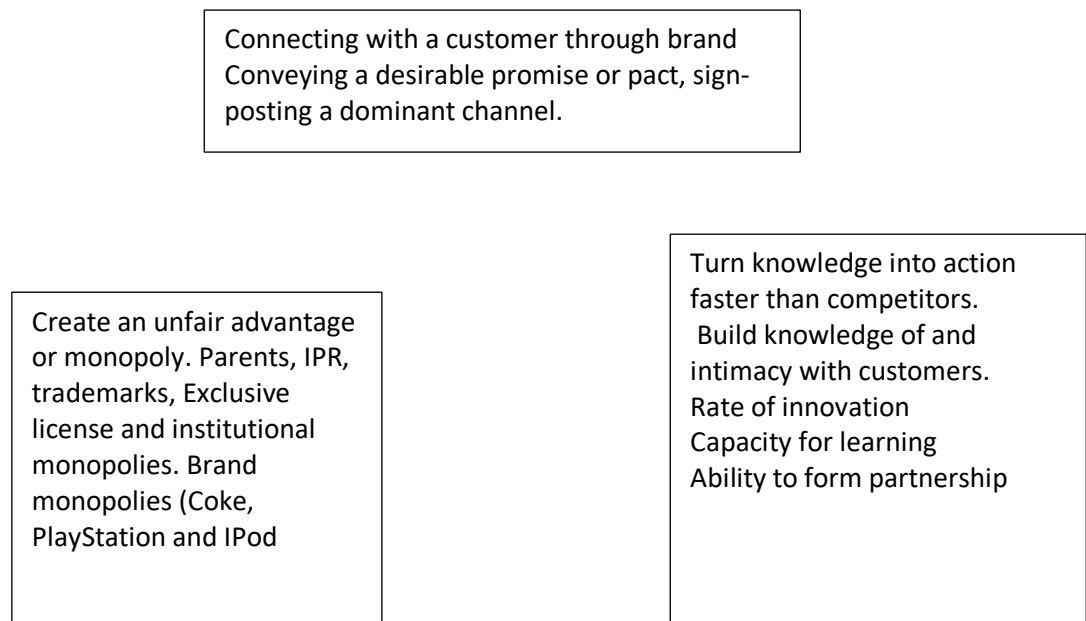
According to Davis (2012), competitive advantage must always be sustainable. He further argues that a company's strategy represents the decisions taken by its management to establish and maintain that competitive advantage. This competitive advantage does not just underpin the ability to accrue earnings in a market; it also determines how long this earning ability is likely to be sustained. Accordingly, the strategy of a business represents the decisions about which of the organisation's resources should be utilized in building a sustainable competitive advantage and the harvesting of that advantage to deliver the highest returns for the company.

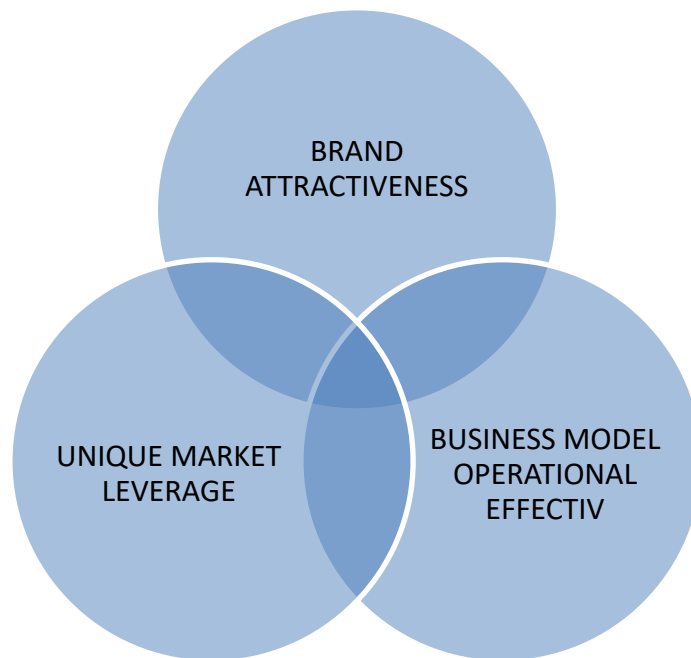
The primary levers of competitive advantages are an investment and strong managerial leadership. In addition to the service itself, technology and finance, a company's relationship and influence over its customers are other attributes that make a company's competitive advantage more sustainable (Davis 2010). Strategy and competitive

advantage, therefore, go hand in hand, and the Royal Jordanian airline ought to bear this in mind.

Below is a figure that attempts to show sources of sustainable competitive advantage. The independent variables are brand attractiveness, business model operational effectiveness and unique market leverage. Against this background, corporate strategy plays a significant role.

SOURCE OF SUSTAINABLE COMPETITIVE ADVANTAGE





From the above discussion, it can be established that using the models aforementioned is extremely relevant for this research because the Royal Jordanian Airline is a derivative of the main airline industry and competition aspects within the overall industry critically influence its dynamics.

1.3.3 Swot Analysis

The SWOT model is a strategic and marketing tool which can be used to measure the space between the organisation's strategies and its environment (Bradley 2005). The model suggests ways in which the organisations can profit from the strengths and opportunities and protects itself against weakness and threats. Therefore in this global competitive environment, a SWOT analysis is significant in order to discover the market position of the Royal Jordanian airline in the mainstream airline industry. In carrying out a SWOT analysis, environment opportunities are only potential opportunities unless the organisation

can utilize resources to take advantage of them and until the strategic leader decides it is appropriate to pursue the opportunity (Bradley 2005). It is, therefore, important to evaluate environment opportunities in relation to the strengths and weakness of the organisation's resources. Real opportunities exist when there is a close fit between environment, values and resources (Bradley).

Strengths determine the organisation's strong points. This should be from both an internal and external environment. Strength is a resource advantage relative to competitors and the needs of the markets a company serves or expects to serve (Bore and Johnson 2000). It is a distinctive competence when it gives a company a comparative advantage in the market-place. Strength, therefore, arises from the resources or competencies available to the company.

The main strengths of the Royal Jordanian airline lie in the rich historical heritage and values leading to strong custom connect. Strong marketing and branding through government backup is another source of strength. Cutting edge and innovative technological features leading to ultimate luxury and comfort are other strengths. (This researcher is a Royal Jordanian airline pilot).

The weaknesses include comparatively lesser market penetration, limited-service portfolio in emerging economies and lack of design management. Opportunities lie in expanding the aviation market. The historical values and heritage can be leveraged to acquire new customers. Already the Royal Jordanian airline is a member of the Arab Air Carriers organisation and One World, a global airline alliance. The opportunities are there to increase market penetration and availability of service.

Threats lie in competition from both big airline giants and low-cost airlines such as Air Arabia, Air Asia, Jezeera Airways and Fly Dubai. These airlines have caused problems for Royal Jordanian airline. Increasing fuel costs, competitive service offering same level

features at a lesser cost and product innovations and frugal engineering by competitors are other threats facing Royal Jordanian airline.

1.3.4 Royal Jordanian Airline And Operations Issues

Airlines face operational problems encountered from situations, not in their control. The Arab Spring is one such situation over the past years for Royal Jordanian airline. In 2011 Royal Jordanian airline had significant loss in profitability and was affected by poor organisational performance. The Chairman communicated these problems to shareholders. (Royal Jordanian airline Times, 2014).

Tourism and the air transport industry has suffered because of the unrest in the Middle East, as it directly affects the load factors, the ticket fares and profits. Being in the heart of the Middle East in the unrest, Royal Jordanian airline had major operational changes affecting its route network. According to Chairman Lozi: “Damascus and Aleppo, two stations of strategic importance to Royal Jordanian airline were still suspended, three Libyan cities including Benghazi and one in Iraq had their stations halted”. The Arab Uprising has resulted in reduced demand on travel and tourism to Jordan and Arabia, particularly from established markets in Europe and the Far East where tour operators regarded the Middle-East as their prime tourism spots.

High fuel prices also impacted Royal Jordanians operations. This affected the company badly. Chairman Lozi stated that the very high fuel costs the company a loss of revenue during the period of unrest in the Middle-East.

Consequently, the Amman Stock Exchange (ASE) downgraded Royal Jordanian’s listing from the second market into the third. A circular issued by ASE Acting Chief Executive Officer Nader Azar, attributed the relegation of Jordan’s flag carrier because of its financial

difficulties since net shareholders' equity dropped to less than 50 percent of the company's paid-in capital.

In the ASE regulations, there are several requirements for listing a company in the second market. This includes the net shareholders' equity in the company should not be less than 50 percent of its paid-in capital. The percentage of the free float in the company shall not be less than (5 percent) of the paid-in capital of such companies whose paid-in capital is less than JD10 million, excluding such companies whose capital equals or exceeds JD10 million.

According to financial results announced by Royal Jordanian airline by the end of 2013, the airline's losses reached JD75.3 million last year, exceeding 75 percent of its paid-in capital. Royal Jordanian airline has been facing losses over the past years, which the company attributed to regional instability and high fuel prices.

The national carrier announced plans on 27 July to stop flights to Delhi, Mumbai and Lagos. It had a restructuring plan that included its route network. Royal Jordanian Airline will stop operating to Mumbai this week, to Lagos on October 10 and to Delhi on October 31, this year. Now Royal Jordanian airline routes are 51 with these routes closed. Royal Jordanian airline Chairman of the board/president & chief executive officer Naser Lozi this was the synchronized plan that would bring the company's operations and finances back to being stable and profitable for shareholders. This is at a very difficult time for Royal Jordanian airline facing difficulties because of the instability in the region and high fuel prices.

Severe competition by regional airlines is another challenge faced by Royal Jordanian airline in 2013, which led to reducing ticket prices. Emirates group is one such competition, which is expanding into every aspect of travel, tourism and business to being the fast-growing company in its field. So Royal Jordanian airlines are currently facing strong

challenges with global aviation. This also means that we should recognize that the growth of Emirates reflects and embodies the spirit of competition and free enterprise, which will continue to guide their policies for the benefit of the UAE and of the global community in which they operate (www.qatarairways.org). Qatar Airways are also posing a threat to Royal Jordanian airline because it has a large air fleet. The airline is a leading role in developing a world-class operation and is proving to be very innovative both in terms of technology and customer service.

Facing competition Middle-East airlines like Qatar Airways, Royal Jordanian airline took measures in 2014 to counter the threats and become profitable. Chairman Lozi stated that Royal Jordanian airline would find ancillary revenue and new revenues other sectors of the aviation industry. For example, aircraft maintenance, ground handling and airport services. This would be done in new markets and neighbouring regional airports, contributing to their aviation industry (Royal Jordanian airline Times 2014).

The Chairman of Royal Jordanian airline commented on new Dreamliner. It has original technologies and efficient fuel systems. These features enabled the company to become profitable again. It is used on Royal Jordanian's medium and long-haul routes and offers opportunities for markets in new countries globally. Fuel usage is 20 percent less compared to other similar-sized planes. (Jordan Times 2014). To lower costs, even more, the Chairman announced phasing out some of its less profitable aircraft during 2014, including the Milan route.

Colombo, Accra, Delhi, Mumbai, Lagos. The Sharm Al-Sheikh operations were transferred to Wings. Flights to Beirut were reduced from four to two daily flight, in agreement with the Middle-East airlines (Jordan Times 2014).

Chairman Lozi was keen to stress that other indicators Royal Jordanian airline to be progressive airline competing with bigger international airlines. This is in areas such as ground and air services, qualified staff, technology, safety and security standards. He

emphasized that Royal Jordanian airline is a shareholders company, but large national company: as the national carrier of Jordan it connects the country with many larger nations globally. Chairman Lozi stated: “With its qualified human capital, its revised route network, its modern fleet of aircraft, competitive services to passengers and highest safety standards. Royal Jordanian airline will be able to become stronger” (Royal Jordanian airline Times, 2014). In 2012, Royal Jordanian airline was a top 10 safety airline globally (Royal Jordanian airline Times, 2014).

Given the above expressions of views, it can be established that the leadership of the Royal Jordanian airline has the interest to bring about an organisational change of its company in order to improve organisational performance. The statements of chairman Lozi reveal that the Royal Jordanian airline has many aviation challenges in their operations but that the leadership is willing to meet these challenges through introducing various measures designed to meet the needs of the company, employees and customers. The measures reveal the airline’s keenness to improve its financial results and thereby achieve a return on investment for shareholders.

1.3.5 Environmental Performance, Safety And Security

Considerations

Almost all business generate indirect emissions due to the usage of electricity in the course of providing services such as cutting and other activities. According to Attaallah (2014 p16), air transport industry efficiency translates into improved environmental, organisational performance. Airlines contribute 2% of human-made in the CO₂. The author further states that the International Air Transport Association (IATA) expects airlines to do even better than 2%. The author quotes Paul Steele, IATA’s chief operating officer, that “our transport must be actively engaged in building a sustainable future through many environmental opportunities based on IATA’s four-pillar strategy, namely:

- Investment in new technology

- Environmentally efficient infrastructure
- Improved operations based on industry best practice
- Economic measures that provide effective incentives to improve operational, organisational performance” (Attaallah 2014 p16).

The Royal Jordanian airline is mindful that CO₂ emissions are directly related to fuel consumption and that reducing fuel burn is at the heart of the issue. As such usage of new technologies, flying planes more effectively, building and operating efficient infrastructure and applying positive economic incentives to encourage improved fuel efficiency and a reduction in CO₂ emissions are some of the measures needed to be taken by airlines (IATA 2008).

Royal Jordanian’s operations produce part of emissions from the meals and beverages served on the aircraft during the flight. According to an article by Macrothink Institute (2012), the emissions produced from these meals and equipment is part of the total fuel consumed for a certain flight and related to passengers on board. Chemicals and detergents do contribute towards emissions. These emissions are produced through evaporation of the volatile chemicals when these products are exposed to air (Macrothink institute 2012 p.26). Accordingly, Royal Jordanian Airline uses cleaners and the solvent to make sure that the Cabin and all part inside the A/C are clean and up to customer expectation and satisfaction. The tables below illustrate how the use of the chemicals and cleaners are calculated based on the quantity consumed for one year or per month.

Royal Jordanian airline Total Emission During 2009

Table: Total emission from air and ground operations of Royal Jordanian airline fleet at, QAIA

Month	No. of Flights	Fuel used	Fuel used by GSE	Chemicals & detergents used	In-flight products used	Total
Jan	696	33207.4	16704.0	10,548	181.0	60,640.4
Feb	1076	29085.5	25,824.0	9748	279.80	64,937.3
Mar	1197	32237.3	28,728.0	10.099	311.20	71,375.5
Apr	1275	35462.6	30.600.0	11.688	331.50	78,082.1
May	1330	40228.3	31.920.0	11.726	345.80	84,220.1
Jun	1455	44687.8	34.920.0	12.524	378.30	92,510.1
Jul	1597	50704.0	38.328.0	13.380	415.20	102,827.2
Aug	1572	51687.5	37728.0	14.122	408.70	103,946.2
Sept	1313	40328.3	31512.0	13,009	341.4	85,190.7
Oct	1320	37252.2	31680.0	10.993	343.2	80,275.4
Nov	1311	38301.4	31464.0	11,925	340.9	82,031.3
Dec	1371	39690.8	32904.0	14,046	356.5	86,997.3
Total	11513	472880.1	372,312.0	143,808.0	4033.4	993033.5

Source: Macrothink Institute

As can be noticed from Table, the total CO₂ emission for Royal Jordanian airline during the year 2009 and 993,033.5 ton. This number of CO₂ emission (993,033.5) need to be minimized. This can be done by having lots of corporations and initiative efforts to reduce it and to achieve greener operations and business.

Table: Quantities of chemicals used by Cabin Appearance (C/A) during 2009 and tons of CO₂ emissions produced.

Month	No. of flight served	Consumption litre)	CO₂ (ton)
Jan	1113	1,767,396	10,548
Feb	1025	1,627,656	09,748
Mar	1062	1,686,410	10.099
Apr	1229	1,951,599	11,688
May	1233	1,957,951	11,726
Jun	1317	2,091,339	12,524
Jul	1407	2,234,255	13,380
Aug	1485	2,358,116	14.122
Sept	1368	2,172,325	13,009
Oct	1156	1,835,678	10.993
Nov	1254	1,991,298	11,925
Dec	1477	2,345,412	14,046
Total	15126	24,019,438	143,808

Source: Macrothink Institute

Emissions produced from these materials calculated as follow:

$\text{CO}_2 \text{ emission (kg)} = \text{weight of the consumed material} \times \text{total price} \times \text{emissions factor of CO}_2 \text{ per \$}.$

Total CO₂ emission emitted from the chemicals and detergents used for cabin appearance during 2009, serving 15513 flights, are 143,808ton.

The environmental impact of airlines is now important to consider including Royal Jordanian airline because this organisational performance is linked to organisational performance. All airlines, including Royal Jordanian Airline, have to reduce their carbon footprint by increasing the efficiency of operations. There is also a need to look to the usage of renewable energy so as to reduce the carbon footprint of an airline's operations.

In terms of safety, Jordan is guided by the IATA operational safety Audit (IOSA) regulations. There exist global standards that are necessary to address unique infrastructure challenges and upgrade the ageing and insufficient air traffic control technology (Attaallah 2014 p18).

According to IATA rules, auditing and infrastructure and skilful staff are key guarantees of safety for airlines and must be taken seriously in airline operations. Royal Jordanian airline considers safety as a constant challenge.

Regarding security, IATA is quite clear. The organisation ensures that airlines comply with a security audit. This includes a global registry of secure supply chain operations, including shipper details to be used by regulators and the supply chain (Attaallah 2014 p.20). Royal Jordanian airline seems to be in compliance with most of the requirements of the security audit.

For the Royal Jordanian airline to improve its organisational performance, changes are necessary, particularly when environmental, organisational performance is at stake. Airline operations face so many challenges in the airline industry. According to Clarke (1998, p.67-76), throughout daily operations, an airline is often faced with situations that may result in substantial variations from its planned operations, an airline is often faced with situations that may result in substantial variations from its planned operations. As a result, it is required to make real-time decisions that can have a significant impact on the overall operations of the airline over the rest of the day or next few days". This explains why the Royal Jordanian airline should constantly review its operations, and make organisational changes were necessary in order to improve organisational performance.

In sum, therefore, it can be suggested that the Royal Jordanian airline operations are characterized by strengths, weaknesses, opportunities and threats. Regarding opportunities, these are everywhere, such as organisational cultural changes, government policy, technology, social patterns and so on. Regarding threats, no one likes to think about threats, but will still have to face them, despite the fact that they are external factors that are beyond an organisation's control. Threats are a key obstruction to a company's key current or desired position. The entrance of new competitors, slow market growth, technological changes and terrorist activities in some parts of the world – all these can affect a company's success in its operations. This explains why strong leadership is essential in order to overcome some of the problems being faced in the airline industry.

1.4 Quality And Customer Care Management

Customer service can be defined as the ability of an organisation to exceed customer expectation consistently. By providing good customer service, an organisation can deliver its services most efficiently, cost-effectively, fairly satisfactorily and in a more pleasurable manner (Bore and Johnson 2000). Frequently the definition of 'customer service' is too limited, and sometimes it is described as "customer care" (Ben and Smith 2004). But it is more than smiling and being friendly with the customers. According to Bore and Johnson

(2000), customer service is the central point to improve business organisational performance. For this reason, good customer service has become the primary goal of the business today. Quality of service and customer care are two sides of the same coin.

The essence of good customer service is dependent upon the quality of the product or the service being rendered. Customer care creates a bond with the customers, and they ensure that customers come back to the organisation again and again (Ben and Smith 2004). In the present time, to gain a competitive advantage in the market, every organisation needs to attach greater importance on good customer care and quality of service.

Against the above background, the Royal Jordanian airline believes in maintaining high standards of customer care and quality of service. Accordingly, Royal Jordanian airline is the first Middle-East airline to provide its passengers with On-Air in-flight Internet and mobile phone service, including e-mail, SMS and voice calls (Ismail 2011). Royal Jordanian airline has upgraded its three Airbus A310s at the cost of over 10 million Royal Jordanian airline dinars (JOD) (Ismail 2011).

Royal Jordanian, as it is commonly shortened, remains the only international airline in the world to offer its economy class passengers three meal options to choose from beef, fish or poultry on any flight of over two hours duration (Sami 2008). Royal Plus is Royal Jordanian airline frequent flyer program. Passengers are awarded miles based on the type, class of flight and destination. Plus members can also get miles by travelling on other One World airlines. The four tiers in the Plus program are:

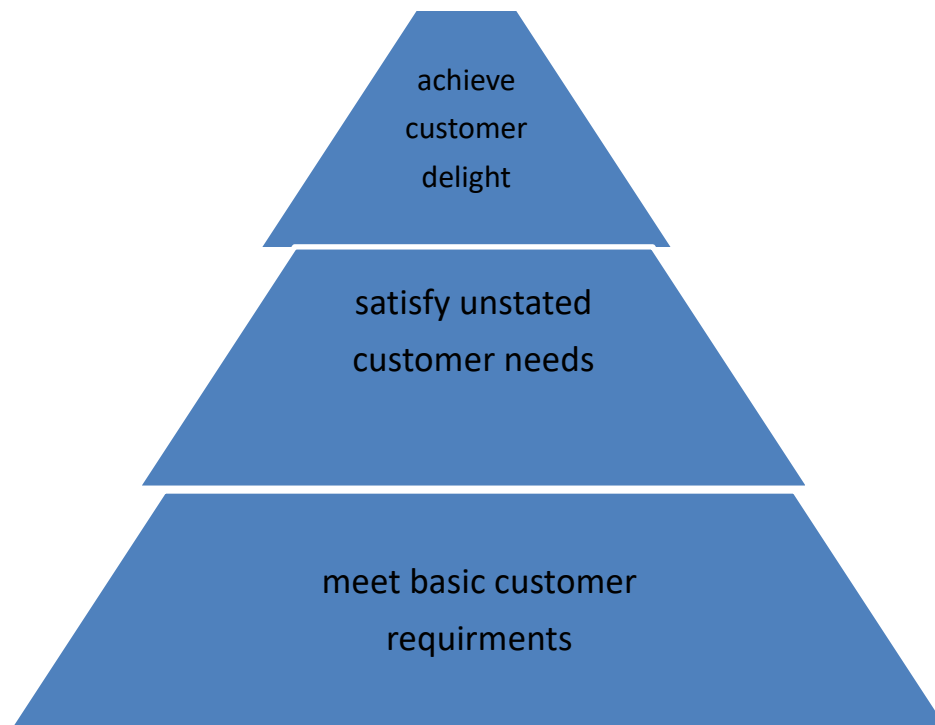
- Plus Blue
- Plus Silver
- Plus Gold
- Plus Platinum

Cardholders of Royal Jordanian airline is plus with either Silver, Gold, or Platinum can use One World airport services across the world while Gold and Platinum also have lounge access. (Lynn 2008)

Royal Jordanian's onboard entertainment system is called 'sky cinema', and interactive games are available in all classes on all flights, as well as news provided by CNN on all flights. The sitting arrangements on the aircraft include Crown Class seats on the A340 which are fully flatbeds. In the Economy Class, Royal Jordanian airline offers 32-inch seat pitch onboard its Embracer aircraft while it offers 34-inch seat pitch onboard its Airbus aircraft (Lynn 2008).

From the above discussion, it is quite obvious that Royal Jordanian airline takes its customer care and quality of its services seriously. Indeed, in this competitive airline industry, customers expect more in terms of value, quality of service than ever before. At the same time, understanding the customers and their expectations should be an important pre-occupation of an organisation. As such, customer care should loom large within companies. Royal Jordanian Airline appears to position itself to customer care in order to gain a competitive advantage in the airline industry. Below is a model that attempts to explain the dynamics of customer care.

1.4.1 Customer Satisfaction Model



Source: Fisher's (2006) Pyramid model of customer satisfaction.

Fisher (2006) stated that there are three phases of customer satisfaction. His model of customer satisfaction can lead to better customer service and helpful in gaining competitive advantage.

1.5 Royal Jordanian's Strategy For Growth

The strategy involves making a choice and also exploiting the weaknesses of competitors in order to deliver a secure advantage. According to Davis (2012), the goal of a company is to make efficient use of limited resources in order to gain an advantage over rivals. Davis further argues that decisions taken in a corporate or marketing strategy will fundamentally alter the value of the organisation which executes them. Takeovers, acquisitions and mergers, alliances as well as buying some status in rival companies are all strategies designed to strengthen a company's portfolio of investments.

The airline industry is driven by technology and innovation to a much greater extent than other industries. At the same time, the industry is one in which different strategic forces combine to produce a unique atmosphere of competitive rivalry. The industry is also clearly characterised by the first mover and follower advantages. When a company comes out with a new technology concept that fires the imagination of the airline industry, it gets a head start. It can capture market share and brand equity early leading to several spin-off benefits. This implies that any analysis of this industry should necessarily examine these aspects. For example, the Dreamliner Aircraft raised a lot of excitement when it came on to the airline industry market.

The struggle for organisational effectiveness in the airline industry is always ongoing at all levels. This requires strategic planning and strategic thinking. Fairholm (2009) argued that strategic planning has proven to be very useful but limited. He further argued that Strategic planning is a “technical fix that gets at only part of the question of organisational effectiveness and only deals with some of the dilemmas organisations face.” Fairholm then suggested that strategic thinking becomes necessary in order to fill the gaps and overcome the “limitations that experience with strategic planning has proven to exhibit.”

According to Mintzberg (1994), strategic planning is not strategic thinking. He argues that the former is the analysis and the latter is synthesis. Fairholm, himself views strategic thinking in terms of conceptual thinking, information seeking, clarifying complex data and situations, and learning from experience. Strategic thinking encompasses the integration of leadership ideas and that it is downward focused. Strategic planning is upward focused, looking at ensuring how tactics link up to corporate goals and strategies. Fairholm went to some lengths to elaborate that strategic thinking formulates effective strategies that take into account the external influences on an organisation from both a national and global perspective. It examines policy issues and strategic planning with a long-term perspective leading to a compelling organisational vision. Strategic thinking, therefore, is associated with SWOT analysis in that it sets priorities and builds upon strengths but at the same time

anticipating potential threats and opportunities. As Fairholm puts it: strategic thinking is about “inferring future whats, why they may or may not occur and then devising plans to handle such potential eventualities.

Mintzberg (1994) suggested that strategic planning has been strategic programming, the articulation and elaboration of strategies of visions that already exist. He described strategic thinking as involving intuition and creativity as well as responding to changes in both the internal and external environment. Sull (2005) viewed strategic thinking as a long term strategy that confers on organisations a sustainable competitive advantage.

1.5.1 Royal Jordanian Airline Strategic Vision

Royal Jordanian Airline the first airline in the Middle East to order the 787 Dreamliner. According to Wood (2010, p.15). Jordan had long recognised the importance of aviation as a gateway to the rest of the world. A forward-looking business strategy has transformed the formerly government-owned carrier into a modern, profitable, investor-owned company” Wood further points out that Jordan was the ‘First Government-owned airline to be listed on a stock exchange. The first airline to become a member of one world airline.

The first company to order the Boeing 787 Dreamliner the Dreamliner increased the airliner’s access to long-distance destinations and markets. The Dreamliner was seen as an important component of Royal Jordanian’s strategy.

In attempting to realise its strategic vision of becoming the airline of choice between Jordan and the rest of the world and to increase its presence in the Middle-East region, Royal Jordanian Airline secured the services of Hay Group. The latter is a global management consulting firm that works with leaders to transform strategy into reality (2012 Hay Group). The Hay group’s objective was to help Royal Jordanian Airline to identify the culture,

competencies and organisational performance measures needed to support these ambitions. Indeed the new strategy was necessary if Royal Jordanian Airlines to realise its organisational change designed to improve its organisational performance.

The Hay Group advised Royal Jordanian Airline that if its strategic vision was to be realised, the airline needed to be more customer-focused and to connect its culture, organisational performance and reward system in order to make its strategic vision a success story. The Hay Group had identified some gaps between Royal Jordanian's organisation and its strategic ambitions. The group built an organisational performance management model and implemented a new rewards system based on KPIs. (Hay Group 2012). As pointed out, Royal Jordanian Airline put in place additional destinations, made possible by the airline's membership of One World Alliance.

1.5.2 Five –Year Plan

In order to realise and achieve its strategic goals, Royal Jordanian Airline put together a five-year plan. A key element was to update its fleet with new planes which included the Boeing 787. It also became necessary to change the organisational culture by becoming more customer-oriented and being proactive in terms of competition with the likes of Qatar Airways, Emirates and Etihad.

Hay group proposed a widespread organisational performance in management change linking reward and recognition to new organisational performance measures. At the same time, it was necessary for employees and management to develop skills required to drive organisational change and deliver the airlines strategy the Hay Group proposed a three-step approach which began with a diagnostic. The central issue was organisational performance and what is meant to Royal Jordanian. The group discovered that the organisational culture needed to change from the traditional culture to a more customer-oriented culture and results-driven culture. Royal Jordanian Airline needed to be adaptive and adjust to changes in the external environment within the airline industry. Through an

organisational performance management model, the Hay Group, senior team workshops were set up to investigate how gaps between current and future organisational performance could be bridged.

According to Hay Group, a competency model that was built, identified a completely new way of working which involved focusing on customer service, initiative and adaptation to change. Team working was discovered to be a critical competency and a key contributor towards the organisational performance of the Royal Jordanian airline “we finally developed specific KPIs for the first two management levels under the CEO and identified key targets for critical organisational performance objectives such as revenue per seat kilometre, on-time organisational performance and customer satisfaction rates” (Hay Group 2012). The foregoing continues to assist Royal Jordanian Airline to improve its organisational performance. The Hay Group indeed helped RJ to achieve its organisational goals.

1.5.3 ROYAL JORDANIAN’S STRATEGIC MANAGEMENT STYLE

The foregoing theoretical discussion about strategic planning and strategic thinking will help to explain whether the Royal Jordanian airlines are clear on what it wants to be and why and whether it is in a better position to plan for organisational cultural change designed to improve organisational performance. It is important to note that strategic thinking is a unique competency of leadership based more on organisational philosophy than organisational technicism. As such, this requires a leadership that is more agile, flexible and capable of adapting to changes in the environment. As Lawrence and Liedtka (1998) argued; “organisational wisdom comes not from programming and predictions but rather from an understanding of human motivations, formal and informal organisational values, culture and inter and intra-organisational relationships.

Royal Jordanian Airline is the second-largest carrier in the Levant (Brendan (2008) and the only major Arab carrier serving Israel. It began to put in place a new strategy at the end of 2002, which saw the airline concentrate flying on its neighbouring nations with increased frequencies. One of its strategic plans was to establish itself as the “Middle-East’s regional airline. Smaller routes such as Alexandria in Egypt and Aleppo in Syria became destinations for Royal Jordanian. These destinations were not patronised by such big airlines such as Emirates. It was therefore strategically suitable for Royal Jordanian Airline (Medilyn 2008).

Other strategies adopted by Royal Jordanian Airline, to reduce competition was to form alliances. The airline, as already mentioned, became part of One World. Royal Jordanian Airline was privatised at the end of 2007, resulting in 71% of its assets being sold (Brendon, 2008). As a result, the market capitalisation of the company stood at 260 million dinars, and share-trading commenced on 17th December 2007 (Brendon 2008). The strategies implemented by Royal Jordanian airline led to the airline being voted ‘airline of the year 2007’ by Airfinance Journal. The foregoing goes to show that in order to develop effective organisational strategies, managers should understand and react to those external environmental forces within an industry that determines an organisation’s level of competition within an industry. It appears that Royal Jordanian Airlines were seeking to understand the nature of its competitive environment for it to be successful in achieving its objective. What remains to be discovered in this research is how the company’s leadership might apply strategic planning/thinking in order to effect organisational cultural change designed to improve organisation organisational performance.

In summary, it is important to reiterate the research questions to be addressed in this research:

- How important is a culture change to the top leadership of the Royal Jordanian airline in order to improve organisational performance?

- What is the relationship between leadership, cultural change and organisational performance within an organisation?
- To what extent do transformational leadership, situational leadership and cross-cultural leadership influence organisational change in the Royal Jordanian airline?
- How can the management of the Royal Jordanian airline develop other business strategies such as technology, design to improve quality and efficiency within the company?

APPENDIX 2

MEMORANDUM OF UNDERSTANDING

Delegations representing the Government of India and the Government of the Hashemite Kingdom of Jordan met in Amman on 15-16 January 2007 to discuss matters related to air services between the two countries. The discussions were held in a friendly and cordial atmosphere. The list of the two delegations is attached at Appendix 'A'.

Review of Air Services Agreement

The two delegations recognized the need to review and update the existing Air Services Agreement between India and Jordan. However, pending a comprehensive revision of the Air Services Agreement, the two delegations agreed to revise Article-8 (Tariffs) and Article -10(Aviation Security) of the said Agreement and to incorporate therein new articles on safety and Cooperative Services Arrangements. The text of these articles is attached as Appendix 'B'.

Route Schedule

The delegation of Jordan requested that Amritsar may be granted as an additional point of call in India, which was agreed by the delegation of India.

The Royal Jordanian airline side also requested for grant of Chennai as a point of call for their designated airlines. The Indian side assured to look into this request favourably.

The revised Route Schedule is attached as Appendix 'C'.

Capacity Entitlements

It was agreed that the designated airlines of Jordan should be entitled to operate 14 frequencies per week in each direction with any type of aircraft not exceeding the capacity of B747-400, in

accordance with the Route Schedule for the designated airlines of Jordan, subject to the condition that not more than seven (7) services shall be operated to from any one point of call in India.

The delegation of Jordan requested that the capacity entitlements may be enhanced to a daily service to each destination. The Indian delegation stated that the capacity entitlements would be reviewed favourably once the utilization by the designated airlines of Jordan reaches a level of 12 services or week.

The designated airlines of India shall be entitled to operate 14 frequencies per week in each direction with any type of aircraft not exceeding the capacity of B747-400, in accordance with the Route Schedule for the designated airlines of India.

The Royal Jordanian airline delegation indicated that the Government of Jordan had declared open Sky policy for “King Hussein International Airport in Aqaba. This was noted by the Indian delegation.

Commercial Agreement

The delegation of Jordan requested for the termination of the mandated Commercial Agreement between the designated airlines of both the contracting parties. The Indian side clarified that the Government of India had taken a policy decision that the existing mandated commercial agreements shall cease to apply after 31 December 2009, and also that with immediate effect, all new operations-both on new destinations as well as on existing routes-shall be free from the obligation of mandated commercial agreements. As such, the existing Commercial Agreement.

The Royal Jordanian airline side reiterated that in order to allow Royal Jordanian airline to maintain its operation on an economic basis, the royalty payment by Royal Jordanian airlines required to be removed which is considered to be unjust and a heavy financial burden on their operation. Therefore, the Royal Jordanian airline side emphasized that the mandated Commercial

Agreement may be abolished on an immediate basis so as to avoid suspension by Royal Jordanian airline of its operations to India and requested the Indian side to look into this favourably.

Open Sky Policy for all-Cargo Operations

It was agreed that the designated airlines of either Party should be permitted to operate any number of all-cargo services between any points in India and Jordan, with any aircraft type, with full 3rd, 4th and 5th freedom traffic rights to any intermediate or beyond points.

Designation of the Second airline by the Government of Jordan

The Royal Jordanian airline delegation designated Wings in addition to Royal Jordanian Airline for the operation of scheduled air services to India. Subject to compliance with the laid down requirements, the India side accepted the designation of Wings.

Entry into Force

Both delegations agreed that the amendment to the Air Service Agreement should come into force after both the Contracting Parties have confirmed by an exchange of diplomatic notes that they have obtained the necessary approvals for the entry into force of this Agreement. Pending these approvals, the delegations agreed that these amendments should come into force on a provisional basis.

The Memorandum of Understanding shall supersede all the earlier Memorandum of Understanding /Agreed Minutes concluded between the Government of India and the Government of Jordan relating to air services matter

APPENDIX 3

ROYAL JORDANIAN AIRLINE ACHIEVES QUANTUM LEAP WITH JD21M NET PROFIT IN 2015

Amman – Royal Jordanian airline (Royal Jordanian) announced on Tuesday in a press statement that it registered a JD21 million net pretax profit in 2015. The company ended 2014 with a JD49.5 million net loss before tax.

According to audited financial results, endorsed this week by the board of directors, Royal Jordanian's net profit after tax stood at JD16 million, while in 2014 the company's net loss amounted to JD39.6 million. Royal Jordanian airline Chairman Suleiman Hafez attributed the growth to the efficiency and loyalty of the staff, and to the company's keenness to implement the 2015-2019 business plan.

'The plan focuses on the constant renewal of the fleet and review of the route network, restructuring in all areas, taking measures to increase revenues and reduce operating costs, and working to increase the company's market share,' he said in the press statement said.

In added that Royal Jordanian airline will be looking for available growth opportunities, all the while improving the quality of services and maintaining the airline's leading position in the Levant.

Expressing satisfaction with the positive results, Hafez described the organisational performance as a quantum leap. Particularly at this point in time when air transportation is strongly affected by regional instability.

“Turbulence in Jordan’s neighbouring countries negatively influences travel and tourism both to the Kingdom and the Middle-East,” he said in the press statement, stressing that these positive results achieved will help the airline continue the current restructuring process.

The chairman indicated that in the first nine months of 2015, the company registered JD27 million pretax profit. “Air traffic is seasonal in nature,” Hafez explained in the press statement. “Normally airlines, Royal Jordanian airline included, achieve better financial results in the second and third quarters, which witness active traffic, particularly during the summer season’.

Although the first and last quarters of each year usually see a drop in the number of travellers, the chairman added, the airline achieved JD21 million at the end of 2015. He credited the airline’s policy of cost control for reducing the operating cost last year to JD559 million in 2015, a 22 percent drop from the JD715 million in 2014.

The chairman said the fall in fuel prices last year partially offset the drop in revenues; that was due to lower ticket price imposed by fierce competition in the sector. “The lower fuel prices also helped offset some of the JD12.3 million losses incurred due to suspending destinations like Sana’a and Aden for security reasons’, he elaborated.

Hafez underlined operating efficiency as an important factor for reaching positive results. Royal Jordanian airline shut down a Hafez underlined operating efficiency as an important factor for reaching the positive results. Royal Jordanian airline shut down a number of stations in light of their weak economic feasibility and, consequently, reduced the number of its aircraft.

The stations are Delhi, Mumbai, Colombo, Lagos, Accra, Milan, Alexandria and A1 Ain. At the same time, Royal Jordanian airline started reaching new destinations, like Tabuk, Najaf, Ankara, Jakarta and Guangzhou, the last launched this month.

Hafez highlighted Royal Jordanian’s increases flights frequency to certain destinations in response to the greater demand for travel, particularly in the peak seasons. For instance, the flights to Aqaba

increased from 11 to 16 weekly, with changes to the flight schedules to meet passengers' needs. Flights to eight destinations are still halted due to security reasons; they are Damascus, Aleppo, Mosul, Tripoli, Benghazi, Misrata, Sanaa and Aden.

“Royal Jordanian airline is a prominent Royal Jordanian airline success story that owes its accomplishments to employees' capability and expertise, which helped it overcome difficulties throughout its history”, the chairman said in the press statement.

I stressed that Royal Jordanian Airline is constantly looking for new and promising opportunities to increase revenues, enhance competitiveness and improve air and ground services in a way that enables it to run safe and seamless flights and to achieve its vision of being the airline of choice that connects Jordan and the Levant with the world.

“The airline staff members are determined and dedicated to continuing to improve the company's overall organisational performance in order to meet its aspired goals” concluded the chairman, who also expressed Royal Jordanian's pride in being the national carrier of Jordan under the leadership of His Majesty King Abdullah Bin Al Hussein, and one of the country's economic pillars and major contributors to the nation's progress at all levels

APPENDIX 4

INTERVIEW QUESTIONS WITH MANAGEMENT

1. What is the primary aim of your company?
2. How long have you worked for and at the company?
3. What position do you hold in the company?
4. Is your company willing to introduce and accept change?
5. What changes have you introduced to your company so far?
6. Do these changes include organisational culture change?
7. If so, what impact does this change have on employees and organisational performance?
8. What impact does organisational culture have on employee commitment?
9. Is your company able to adjust rapidly to changing situations through innovation and creativity?
10. What impact does technology have on employee organisational performance?
11. What motivates your staff?
12. Do your employees feel empowered?
13. What obstacles stop your employees performing to best effect?
14. Are employee goals and company goals aligned?
15. How do employees feel about your company?
16. How involved are employees in company development?
17. Is the company's internal image consistent with its external one?
18. Does your company offer training opportunities to its employees?
19. What impact does training have on employee organisational performance?

20. Do you feel that it is necessary to train both employees and management for organisational cultural change?
21. Is your company a family-friendly place to work?
22. Does your company help employees find an ideal balance between work and family life responsibilities?
23. Does your company recognize employees for good work organisational performance?
24. Do you encourage employees to come up with new and better ways of doing things?
25. How do you measure the organisational performance of your employees?
26. To what extent does your company provide excellent customer service?
27. To what extent does excellent customer service have an impact on employee organisational performance?
28. How is your company leadership able to achieve company goals?
29. Do your managers have a clear understanding of the company's strategic objectives and vision?
30. How does the company measure the satisfaction of its employees

APPENDIX 5

SURVEY QUESTIONS

QUESTIONNAIRE

Please can you complete this questionnaire in your own and quiet conditions? Please answer each statement below by putting a circle around the box that best reflects your degree of agreement or disagreement with that statement.

QUESTIONNAIRE

Name:

Age:

Gender:

Contact no.:

Address:

Q1) Do you have knowledge about the organisational change?

a) Yes

b) No

Q2) Are you aware of the concept of Leadership?

a) Yes

b) No

Q3) What is the main role of leadership in an organisation?

a) Setting a clear vision

b) Motivating employees

c) Guiding employees

Q4) Does leadership helps employees to adopt the changes in the workplace?

a) Yes

b) No

Q5) What are the different ways through which leaders of Royal Jordanian can enhance the motivational level of employees?

- a) Stay positive
- b) Make Expectations Clear
- c) Provide Continuous Feedback

Q6) According to you, which is the most significant leadership style company should adopt?

- a) Democratic leadership
- b) Autocratic leadership
- c) Transformational leadership

Q7) Does leaders encourage employees to adjust to changing situations through innovation and creativity?

- a) Agree
- b) Disagree

Q8) Does leadership involve staff members when making the necessary changes?

- a) Yes
- b) No

Q9) Which leadership quality are required to behave in a leader in an organisation?

- a) Honesty and Integrity
- b) Decision-making capabilities
- c) Good communicator
- d) Creativity and Innovation

Q10) What skills leader should have to guide or lead team members within Royal Jordanian?

- a) Communication skills
- b) Motivation
- c) Delegating

Q11) based on your point of view, leadership at Royal Jordanian effective in developing strategies to meet new business challenge and opportunities?

- a) Agree
- b) Disagree

Q12) What are the different ways to evaluate the performance level of employees at Royal Jordanian?

- a) Graphic rating scales
- b) Self-Evaluation
- c) 360-degree feedback

Q13) Does Training and Development method focus on developing leadership skills and teamwork?

- a) Yes
- b) No

Q14) What is the main importance of leadership in an organisation?

- a) Motivates Employees
- b) Provides Guidance
- c) Builds Morale and Improves Satisfaction

Q15) Does leadership encourages employees to work to the best of their abilities?

- a) Yes
- b) No

Q16) What are the main key components of organisational leadership?

- a) Ethics
- b) Communication
- c) Strengths

Q17) Does company leadership focused on achieving goals through effective planning and organisation?

- a) Agree
- b) Disagree

Q18) What are the main causes of organisational change?

- a) Change in Technology and Equipment
- b) Deficiencies in the Existing organisation
- c) Changes in the Managerial Personnel

Q19) Should the company use the organisational change process while implementing change at the workplace?

a) Yes

b) No

Q20) What are the different techniques to handle change in a proper manner?

a) Education and Communication

b) Incentives

c) Participation and Involvement

Q21) According to your point of view, does organisational change improve in the profitability of Royal Jordanian?

a) Yes

b) No

Q22) What is the impact of organisational change on staff members of Royal Jordanian?

a) Effect on Attitudes

b) Motivation

c) Communication

Q23) Does leader include team members while executing change within an organisation?

a) Yes

b) No

Q24) What is the impact of leadership on organisational structure?

a) Positively impact

b) Negative impact

Q25) What is the role of leadership in team building within the organisation?

a) Disbursement of important information

b) Help in active participation