



**IMPACT OF ORGANIZATIONAL CULTURE ON  
EMPLOYEE PERFORMANCE: MODERATING  
ROLE OF LEADERSHIP STYLES**

**(SPECIAL REFERENCE WITH STAR CLASS HOTELS IN  
COLOMBO DISTRICT)**

This dissertation is submitted as a partial fulfilment of the degree of  
Bachelor of Business Management in Hospitality, Tourism and Events  
Management.

August, 2019

Name Of The Candidate: W.A.N.P Weerakkody

Index Number: UWU/HTE/15/057

Department Of Tourism Studies

## ABSTRACT

Organizational culture is a pattern of values, norms, beliefs, attitudes, and assumptions that shape the behaviors and things of employees. It has a strong relationship with employee performance because cultural dimensions of organization directly affect the employee's behaviors, thinking patterns, and satisfaction. There is a unique organizational culture is able to find in hotel industry when compared to other industries. Though, the relationship of Organizational Culture and Employee Performance has been studied by many scholars there are contradictory ideas in literature on relationship of Organizational Culture and Employee Performance and gap to identify the moderate effect of Leadership Styles in the hotel industry. Hence, the current study investigates the moderating effect of leadership on existing relationship between organizational culture and employee performance in the star class hotels in Colombo district to guide the employee performance towards the organizational success. To address the above gap this study developed two objectives. First objective is to investigate the existing relationship between organizational culture and employee performance and second objective is to investigate the moderate effect of leadership styles on existing relationship between organizational culture and employee performance. To approach the research objectives, this study selected ten star class hotels located in Colombo district and data collected from 120 employees who are working in operational level and supervisory level employees. Two separate types of questionnaire used to collect data and Smart PLS software was applied to analyze the survey data. The findings revealed that there is a positive existing relationship between organizational culture and employee performance and leadership style do not moderate the existing relationship between organizational culture and employee performance. Finally, this study provide suggestions for practical implementations for the top management based on the result of the study.

***Keywords: Organizational Culture, Leadership Styles, Employee Performance, Hotel Industry***