How Organisational Transformation Factors Influence on Market Orientation And The Effect of Organisation Culture? A Study on Sri Lankan Telecommunication Sector

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This research was undertaken under the auspices of the

London School of Commerce Colombo Campus Sri Lanka

Submitted in partial fulfilment for the award of the degree of

Doctor of Business Administration

University of Wales Trinity Saint David

2021

Abstract

The telecommunication industry has become a key driving force of the Sri Lankan economy. The telecommunication as a service sector is highly competitive in the Sri Lankan market, which plays a vital role in the new digital era. The study has focused on Sri Lankan telecommunication industry by considering its frequently changing business environment. The concept of organisational transformation has been a major initiative for many organisations to survive in rapidly changing and competitive business environment. Telecom operators in Sri Lanka have taken many transformational initiatives within last ten to fifteen years based on different factors to face the competitive business environment. During transformational initiatives, telco operators have followed the success stories of international telecom operators or few transformational factors to achieve success. It is questionable whether they achieve expected targets. Tremendous efforts taken through various studies to identify the success factors of organisation transformation, but the failure factors were not highlighted to a considerable level. Most of the studies have considered few transformational factors at a time while analysing the market orientation components and this study address the research gap. The study has chosen positivism as the research philosophy and followed the deductive approach in justifying variables towards building the conceptual framework. The study measure the relationship between different variables and factors i.e. organisation leadership, resources, structure, systems and innovation as independent variables, organisational culture as the mediating variable and market orientation as the dependent variable. The internal consistency and reliability of variables have been verified over a pilot study. The study has used a sample of 330, which represents different levels of executives in three major telecom operators in Sri Lanka. The different executive grade members were selected using stratified cluster sampling to receive responses using quantitative technique. The hypotheses were tested using Smart–PLS software and Bootstrapping option was used to examine the mediating effect. Results verified that organisational transformation significantly influence market orientation whilst the impact of transformation on organizational culture was also proven. The relationship between organizational culture and market orientation also proved and found a significant mediation effect of organizational culture on the relationship between organisational transformation and market orientation. The final chapter presents the overall summery with the recommendations for managerial implications.

Keywords: *Leadership, Market Orientation, Organisation Culture, Organisation Transformation, Sri Lanka, Telecommunication.*

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Abbreviations

AGM – Assistant General Manager

AI – Artificial Intelligence

AR – Augmented Reality

CB SEM - Covariant Based Structural Equation Modelling

CBSL – Central Bank of Sri Lanka

DGM – Deputy General Manager

GDP – Gross Domestic Product

GM – General Manager

HOD – Head of the Department

ICT – Information and Communication Technology

IOT – Internet of Things

IT – Information Technology

KPI – Key Performance Indicators

LGN – Lanka Government Network

NGO – Non- Government Organisation

NRI – Network Readiness Indictor

OCT – Organisational Cultural Index

OTT – Over the Top

PDA – Personal Digital Assistant

PMI – Project Management Institute

PLS SEM – Partial Least Square Structural Equation Modelling

SEM – Structural Equation Model

SME – Small and Medium Enterprises

TRCSL – Telecommunication Regulation Commission of Sri Lanka

TQM – Total Quality Management

VAS –Value Added Services

WTO – World Trade Organisation

1.0 Introduction

1.1 Research Background

The current business environment highlights high rate of change in the global market place (Gatignonis, 2018; McKenzie, 2017; PMI, 2013), where technology enhancement, complex business environment, changing needs of customers, economic pressure and global competition force organisations to change their procedures, organisation structures and business positioning etc. to be competitive (Masadeghrad and Ansarian, 2014). Organisations today pay more attention in maximizing profits by addressing customer needs and wants, as customers today are more knowledgeable and rational compared with the past. In other words, organisations should focus on organisational policies and their business strategies in order to identify and fulfil customer expectations on organisations' product and services.

However, organisations face many difficulties in the changing business environment, and loose the chance of surviving in the industry unless necessary actions are taken to adapt for the business environment (Stadtlander, 2006). Therefore, organisations today tend to apply change programmes on a regular basis in order to improve the performance and efficiency by reducing the operational cost. Some organisations focus on major business transformations to align their business with current and future market.

The process of institutionalising a change program to complete a major business transformation is a difficult task and a long-term plan (Kotter, 1995). Organisation transformation is 'A change in the shape, structure and nature of something', which is one way of being expressed among the variety of interpretations for organisational transformation. The word transformation means transcend from one state to another or rise above (Rothwell, Stavros and Sullivan, 2016). Organisation transformation is an application for theory and practice of behavioural science that contributes to the organisational paradigm shift in a long scale operation (Tosey and Robinson, 2002). According to French, Bell and Zawacki (1994), transforming an organisation is causing a change in the organisation to a very different paradigm or to a business model in supporting its operation. Dehler and Welsh (1994) highlighted that organisation transformation carries the rationality associated with the need of new management paradigm to an organisation. Transforming an organisation also contrasted with the development of the organisation, which is identified as wider, deeper and long-term method to address organisation development (Bartunek and Louis, 1988). Organisation development with long-term vision may also bundle with a complex strategy, which need to change values, structure, attitudes and beliefs of an organisation.

However, French et al. (1994) with a different viewpoint emphasized organisation transformation as a planned form of change with more profound to change organisation strategy, where organisation transformation itself has a deeper level compared to traditional change addressed in organisation development. The organisation transformation can be used as a tool or a method that results in adapting for new challenges, market demands and new technologies (Tosey and Robinson, 2002).

Transforming an organisation should go through a transformation process and cannot be done overnight, as performance through the transformation process is the performance of groups or divisions and individuals (Palmer, Dunford and Akin, 2009). The entire transformation process able to bring dynamic changes to an organisation, where business sustainability and growth of a company depends upon the success of transformation initiative. Organisation transformation as a large scale planned organisational change affect the entire system and may have unusual behaviour, which not occur in everyday business (Marshak, 2006). Transforming an organisation should focus on every aspect of an organisation to improve the complete organisational system and to face the challenges in the external market (Mayikana, 2006).

The surprising changes in the business environment has become 'new normal' to most industries, where it is necessary for the organisations to be hyper-alert on market trends and to act wisely by building innate capabilities (Collins, 2011). The organisational learning ability and adaptability to the market demand is the only way to be sustainable in the market against the competition, where the competitive advantage and uniqueness of the business can make a difference in the market place (Viljoen-Terblanche, 2008; Senge, 1996). Organisational learning movement is about sharing knowledge and improving all areas of business to reshape for continuous business and to focus on new business opportunities (Wheatly, 2005). The concept of learning organisation integrates with deep thinking and methods of implementing new business styles, technologies, products, new concepts of business etc. that in turn lead to align with market demands and take necessary actions to serve the emerging need of the market (Senge, Schamer, Jaworski and Flowers, 2004). As the external market changes continuously, organisations shift their existing paradigm, causing a trigger for companies to think on organisational transformation efforts and to align internal business environment to suit with external reality (Viljoen-Terblanche, 2008). Therefore, aligning an organisation to a market orientated behaviour may need to go through a paradigm shift, which requires a transformative approach.

In addition, Blumenthal and Haspeslagh (1994) conclude that the goal of a transformation is to improve organisational performance, but all efforts taken to improve the performance of an organisation is not a transformation. Creating an organisation with performance infrastructure consists of tools, processes, technology usage and people to enable superior execution of work and delivering values. The performance infrastructure works as the central nervous system of a transformation implementation process and plays an important role (Bucy, Finlayson, Kelly and Moye, 2016)

According to contemporary marketing theory, organisational potential of being market oriented with transformational approach may positively influence the overall performance of an organisation (Deshpande, Farley and Webster, 1993; Narver and Slater, 1990; Jaworski and Kohli, 1993). Organisation being market oriented facilitates to collect market information and use the same in providing superior customer value, which in turn enhance the organisation performance (McNaughton, Osborne, Morgan and Kutwaroo, 2001; Slater and Narver, 1995).

The effort to change management is a part of organisational transformation, where change management has much deeper value than organisational communication. Managing the transformational change in an organisation should acknowledge the reaction of employees, energy of the organisational systems and culture within the organisation (Nel, 2003). Further, organisation transformation is not simply an intellectual journey but it binds as an emotional and spiritual journey for an organisation, which need to focus on wider perspective of organisational operations (Viljoen-Terblanche, 2008; Mbigi, 2000).

The current competition of the business world notifies the firms to give more attention to plan with future activities; therefore, organisation transformation has been used as a key business decision by the organisational leadership to be aligned with the long-term strategy of an organisation. Mostly, service sector driven economies give more attention towards business transformation as it is important to cater the competitive environment. Transforming an organisation is a change approach, through which it integrates with multiple change management initiatives (Fannin, 2018) and occurs within the organisation to respond for the environmental shift and to do things differently than existing to meet ultimate goals (Jimmieson, Terry and Callan, 2004). According to Fannin (2018), business transformation is not about making things better, but redefining the way it is done. Therefore, transforming an organisation drives the organisation to a completely different state from the present, where the success of a business transformation is measured by considering the future and current state based on the initial strategy and vision of the organisation.

Organisation transformation has become a key initiative for survival in today's competitive business world (Aldrich, 1999), to face major challenges such as market saturation, technology and new innovations, strong competition, new players to the market and increasing regulations etc. However, transformation is not a fight to survive for the companies, which have stable and healthy products with strong consumer focus, but it leads to achieve full strength to reach high potential targets as well as to find new opportunities to win new channels by driving away from historical moneymaking business.

The society or the consumers are much advance and the modern technology plays a key role to provide information on many products and services to customers through websites, social media, mobile applications and blogs etc. (Toomey and Wysocki, 2009), allowing the consumers to compare different products and services by considering previous customer experience, cost and quality. Similarly, modern consumers for every industry have low rate of disposal wealth than the previous generation that makes them as discriminating buyers. The behaviour of consumers has influenced on the development of many industries including the service sector. Therefore, organisations should integrate market-oriented values with organisational change. Organisations that value close customer relationships and guide to strategic decision-making based on the market information are described as market oriented firms (Slater, Mohr and Sengupta, 2010). Creating market-oriented business environment in an organisation is a translation of corresponding norms into a new behaviour, where it also identified as a deep transformation process, which requires high effort and time (Gatignonis, 2018). According to Kohli and Jaworski (1990), organisations that transform its business towards a market-oriented model build intelligence on competitor analysis as well as customers current and future needs to share the information throughout the organisations and thereby to enhance superior customer value through coordinated action. Similarly, Narver and Slater (1990) highlighted the basic principle of market orientation to raise awareness among the organisational workforce that each individual as well as function can and must contribute with skills and knowledge in continuous basis to create a higher customer value.

Every business idea and technical solution should focus on customer needs and wants (Gebhardt, Carpenter and Sherry, 2006), where firms need to give more attention towards moving from product oriented to market oriented. In other words, reverse engineering is much important in designing products and services by considering customer preference and view point. However, it is not only important on generating innovations, which deliver customer values, but also need to give more focus on how to commercialize those innovations to achieve the market oriented results.

Firms that practise responsive market orientation with current intelligence has a possibility to address the existing customer demands by using current technology, but needs of customers may change over time and their demands can be addressed in radically different ways by allowing disruptive innovations (Slater et al., 2010).

There are many internal and external sources and factors, which influence on organisational transformation. Among all the factors organisation culture is identified as a crucial factor which influences organisation transformation process or change approach (Alas and Vadi, 2006), where organisation culture is expressed as a pattern which describes the values, beliefs and assumptions of an organisation and its members (Cameron and Quinn, 2005). According to Wu, Zhang and Schroeder (2011), organisational working style, decisions and behaviour of employees are influenced by organisational culture and it impact on the overall performance of the organisation. Similarly, Gambi, Boer, Gerolamo, Jorgensen and Carpinetti (2015) expressed that organisational change is a key factor towards organisational excellence. McClure (2010) argues that success of a transformation program is rooted in organisational culture, where flexibility and inflexibility may drive an organisation to a successful or less successful transformation output. Furthermore, McClure (2010) highlighted that organisation's ability to achieve market oriented behaviour may have deeply rooted in culture of an organisation. However, Jaworski and Kohli (1993) emphasized that existing culture of an organisation has more prominence than the other transformational factors, which influence the market orientation of an organisation. In addition, organisation culture may have an effect from external factors based on the industry, based on country specific business environment policies and political background etc. Organisations even initiate cultural transformations to develop culture within the organisation to support the internal operations of a firm to overcome the obstacle and to drive the organisation to new thinking patterns. Therefore, it is necessary to consider organisation culture as an important factor while focusing on organisation transformation towards market orientation.

The service sector today plays a pivotal role in developed and developing countries because of advance technology and innovation. The service sector in South Asian region is more special as it enabled the countries to grow exponentially and the revolution of internet as well as communication technology have fostered the service industry in the region. Therefore, telecommunication sector is identified as a key industry that enhances the communication technology, which fuels the service sector, and the modern telecom industry is considered as a key factor that accounts for the large part of the South Asian region's Gross Domestic Product (GDP) (Agarwal, 2018).

The rate of change in technology and new innovative concepts such as advance communication infrastructure, mobile applications, Internet of Things (IOT), Artificial Intelligence (AI), Augmented Reality (AR), Hologram, Smart education and Smart Home etc. drives the telecommunication industry to rethink on their strategies and roadmaps. Furthermore, consumer addiction and demands towards new telecommunication services have given a punch for the telecommunication firms to align with smart services. Most industries such as banks, super market chains, fast food, transport, government services, education, entertainment, travel and leisure, household item stores and pharmaceuticals etc. focus towards digitalization, online selling platforms and virtual concepts to sell their products and services as well as to push information to educate their customers and the general public. All those new methods of selling and consumer engagement requires internet services as the backbone to support, where telecommunication service has become a must for smart life and smart way of doing business. As a result, telecommunication service providers need to be hyperactive on the changing market demand and consider on transformation programs to align their technology and work force through a strategic method to cater the rising demand. Therefore, this study focuses telecommunication as a key influential industry in the digitalized world to study the relationship and behaviour of organisation transformation factors as well as the effect of organisation culture in creating market orientation.

1.2 Context of The Study

Global trends of telecommunication started reflecting on Sri Lankan telecom sector since early 1980s, during which key government initiatives took place for greater competition. Furthermore, Sri Lankan telecommunication industry became one of the most competitive among the developing countries in the region of Asia Pacific after transformation took place during 1996 with deregulation of value added services (Jayasuriya and Knight-John, 2000). At present, Sri Lankan industry of telecommunication is more advanced and it shows a potential growth over the past decade. The industry plays a major role to enhance the socioeconomic background of the country, where the industry as a service contributes for the GDP of the country (Department of Census and Statistics of Sri Lanka, (2015).

Information and Communication Technology (ICT) has become a key component in international development agenda, where million dollars are being invested over technology innovations. As a result, governments, NGOs as well as other financial institutions are invested on building new applications. Adopting to the same government of Sri Lanka has taken special initiatives to uplift the ICT through innovation.

The government policies towards uplifting the ICT has supported Sri Lanka as a nation to highlight in the international benchmarking for the development of ICT, network readiness and easiness to do business (Businesswire, 2016). E-Sri Lanka is a concept fuelled by ICT. Sri Lanka's e-government concept is based on e-services, automation and re-engineering to improve the country's social economic development. Number of projects initiated under the e-Sri Lanka initiative triggered to empower the communities and to transform the way they interact with government services. Enhancing telecommunication infrastructure has contributed in numerous ways to fulfil the required background under the Lanka Government Network (LGN) project to link government services and public, which enables to improve the processes, procedures and overall performance of government services (Gunawardena, 2015). In addition, Sri Lanka has managed to climb up 11 places in the telecommunication Network Readiness Index (NRI) and ranked as 65th place out of 143 economies during 2015. According to analyst, Sri Lankan economy will show 0.3% growth when broadband speed get doubles and quality aspect is improved, where online business and interactions enable with online shopping and services as well as online payments that even flow the information fast among the community (Biyagamage, 2015). Hence, the telecommunication industry today has become an important service sector, which provides the backbone to develop the ICT and socioeconomic lifestyle in Sri Lanka by aligning to government policies.

There are seven service providers exist in the Sri Lankan telecommunication industry, where three companies provide fixed lines and five companies provide mobile communication. After the civil war of the country internet connections have shown a high growth rate, where it reported internet connections increased from 234,000 to 5,904,260 during 2009 to 2017 (CBSL, 2018), and active internet users further increased to 7.1 million at the beginning of 2019 (SlideShare, 2019). The mobile telephone business emphasizes high competition with five mobile operators in the market to serve 22 million people in Sri Lanka. At the beginning of 2019, where it reported as 28.71 million mobile connections that is 137% of mobile connections as a percentage of total population of Sri Lanka. The overcrowded mobile telephone industry forces the operators to offer low voice and data prices for consumers in order to maintain their respective market share. Similarly, fixed line internet broadband also growing in the recent past that has higher quality compared to mobile internet which was reported as 7.1% Year on Year growth in internet speed, but facing high competition from mobile internet due to consumers preference of easy access and low mobile data costs (SlideShare, 2019; CBSL, 2018).

Sri Lanka is well known as the testing market of South Asia for the telecommunication industry, where high demand exists for value added services (NDB Securities, 2016). Social engagement of citizens through internet has increased rapidly over the recent past, where youth interactions over social media and digital applications has been reported as over 4.5 million Facebook users, over 0.8 million LinkedIn users and over 0.2 million Instagram daily users at the beginning of 2017 (Colombo Digital Marketers, 2017). Further, it has increased active monthly users to 6 million for Facebook and 1.1 million for Instagram at the end of 2018. (SlideShare, 2019). In addition, there is a trend in the current society, where consumers including corporates prefer digital platforms as well as mobile applications to access different services such as easy financial payments, travelling through taxies, order food, clothes and other consumer goods etc. Similarly, the trend for Smart home, smart city and smart education concepts that have multifarious descriptions, connects everything over internet including people, home, office, vehicles and other electronic devices. The background environment for these may support through telecommunication infrastructure such as Fibre optic cabling and 5G as well as 4G wireless networks enhancement, which open the doors to future world of technology (Samarajiva and Kuyvenhoven, 2020). Hence, the new trends have given a challenging task, where communication systems and infrastructure need to be updated to cater the consumer needs. Therefore, background has made telecom operators to rethink on where they should operate and what need to be done in the future.

Telecommunication industry is a high volatile business environment and the industry itself has undergone major milestones throughout (Johnson, 2001). At present, the industry is recognized as one of the technology driven and emerging industries that considered under the important services, which requires continuous growth to deliver high quality of service and to support with the infrastructure to emerging trends in the community. The evolution of telecommunication industry and business competition have led many operators to take transformation and change initiatives. The transformation programs of telecom operators tend to develop the scope over time and progress mainly under four models i.e. Budget assurance, Functional transformation, End-to-End companywide transformation and Transformation for business or cultural shift (Kearney, 2015).

An organisation transformation program needs to focus on the right balance between strength, agility and leanness to achieve goals successfully. The current Sri Lankan telecommunication industry operates with high competition in both fixed and mobile market, where foreign telecommunication companies also have a shareholding power in most of the telecom companies in Sri Lanka (Appendix 3.0).

Sri Lankan telecom operators put their fullest effort to introduce new technologies experienced by foreign telecom operators and European countries (TRCSL statistics, 2018). Sri Lankan telecommunication services enhanced its popularity with the increase of smart phone users including wireless devices and high trend towards data based digital services, where the mobile penetration is recorded as 90.4% in 2011 to 123.9% in 2016 (Sri Lanka mobile services tracker, 2017). Moreover, innovations based on data services, communication and entertainment applications have increased the market demand towards new products under telecom infrastructure and services. Supportively, telecom operators have introduced new products related to social media and other digital services, where digitalization has become the new trending topic. Mainly, user friendliness, easy access to services, product attractiveness including price, benefits and service quality etc. have influenced the customer's choice of selecting an operator, which insist the telecom operators to rethink on their strategic directions, operational excellence, customer services and technological resources etc. in timely basis for survival (Michela, Carlotta, and Andrea, 2012). Therefore, continuous learning to achieve market-oriented behaviour with respective organisational changes have become a real time challenge.

Many researchers have conducted studies on organisation change and transformation, which mostly discuss the effect of organisational factors such as organisation leadership, culture, strategy, structure, communication etc. towards organisation performance, excellence, profits and market orientation etc. (Samad, 2012; Kimura, 2012; Hajipour and Ghanavati, 2011; Burke and Litwin, 1992). Past researchers for organisational change, transformation and market orientation have been conducted for different industries such as service industries, manufacturing and marketing as well as public sector etc. The same highlights that any industry need organisational change and transformational approach over the years to develop organisational elements in the competitive business environment. However, past studies for different industries were focused on few organisational factors at a time to study the research problems and respective outputs.

Firms identify valid reasons to initiate transformation programs, where McKinsey (2017) survey for government organisations in 18 countries highlights that almost 50% of the public sector transformations had more than one trigger as a reason to initiate a transformation program. According to Kearney (2015), more than 60% of telecommunication companies in Europe have undergone two or more transformations between the year 2012 and 2015 to facilitate the market needs or to change the fundamentals in order to respond internal as well as external triggers.

Similarly, Sri Lankan telecommunication companies have undergone different types of transformation and change programs to facilitate the expected business shifts (Table 1). Moreover, companies have considered transformational models and best practices focused by European business world to feed their organizational transformation approaches.

Table 1: Transformation programs of Sri Lankan telecom operators (Source: Developed by the Author)

Company	Transformation program	Year	Source
SLT	Re-structure program	2007	Business Times – Sirimanna (2015)
Dialog	Structural transformation	2009	Dialog Annual Report (2010)
Dialog	Outsourcing Strategy	2011	Dialog Annual Report (2012)
SLT	Changing the culture	2013	Business Today – Amarasinghe and Pieris (2013)
Mobitel	ICT and operational changes	2013	Mobitel press releases (2013)
SLT	Regain market leadership	2015	Business Times – Sirimanna (2015)
Etisalat	Business process transformation	2016	Front page (2017)
SLT	Transform from Communication Service Provider (CSP) to Digital Service Provider (DSP)	2016	Sri Lanka Telecom Annual Report (2017)
Dialog	Digital organisation and internal transformation	2017	Creating the Future - Dialog Sustainability Report (2017)

Even though organisations initiate transformation and change management programs, literature highlights such transformation programs fail due to various capability gaps and barriers within the organisations, where the studies in the recent past shows 70% of the organisation transformation and change programs are not successful in achieving the objectives (Mosadeghrad and Ansarian, 2014; Sturdy and Grey, 2003). Therefore, transformation may be a challenging task for telecom sector as a highly competitive industry.

1.3 Research Problem

The concept of market orientation has become an emerging consensus within the corporate world to understand the market as a strategic approach (McNaughton, et al., 2001). Organisations that value the importance of customer relationship and market information to make strategic decisions are commonly described as market oriented businesses. Market orientation drives an organisation to identify the current market threats towards the organisation from competitors as well as other external factors and provide the opportunity to seek for future customer needs, competitive threats and setting trends in the market to redefine the market structure for high value proposition (Slater et al., 2010). The use of market intelligence and sharing the values of market information throughout the organisation creates a powerful knowledge based competency, which allows the firms to gain competitive advantage in the marketplace. Market orientation is the aspect of business culture, which triggers the employees to focus on the highest priority on customer value and enhancing the profitability (Slater, 2001). The same creates the background to offer quality and competitive product as well as services to satisfy the consumers' ever-rising expectations (Erdil, Erdil and Keskin, 2003). Hence, to achieve market-oriented behaviour within the organisation, firms need to consider in analysing the current position of the organisational elements and the expected state to be developed. Further, firms need to examine the most effective approach in addressing the required change to drive the organisation from current to the expected state.

1.3.1 Empirical Justification

Developing an organisation towards market-oriented behaviour needs a major transformation (Gebhardt, et al., 2006). The firms need to align its business processes by going through a transformation process to address relevant changes to move ahead with market-oriented behaviour. The change process of any organisation has unique features according to its situation and business requirement (Pecic and Klarin, 2015). Moreover, change process depending upon organisation culture, values, organisation leadership, nature of business, traditions etc. (Rashid, Sambasivan and Rahman, 2004).

There are many studies conducted for market orientation and organisation transformation as well as organisational change management by considering different aspects of many research problems. The literature highlights key models related to change management and transformation processes. Kotter (1995) highlighted eight-step process of leading change, where he also argues on eight errors that can fails transformation change program at any point.

However, the model does not highlights the organisational elements or transformational factors that supports for the transformation process. In addition, McKinsey 7's framework as a tool to identify organisation's internal situation highlighted soft and hard elements, where it can be useful for acquisitions and mergers, but the model shows a gap for identifying the cause and effect relationship between the elements. The Nadler and Thushman congruence model (1980) is another approach, which emphasize the organisation alignments for changing business through a process of analysing organisational gaps to reach ultimate goals. However, the model does not support in identifying the impact of real factors influencing transformational change and its output. Burke and Litwin causal model for organisation performance and change is useful in analysing planned and unplanned change. However, the model considered only few transformational factors, which influence transformational success. In the new business world, certain transformational factors need to update with technology and such zeal is missing with the Burke and Litwin causal model. In the recent past, Kearney (2015) has developed "Fit transformation framework" by studying the telecom sector. The model emphasized the need of balance approach between organisational elements for the success of a transformation and change management. Fit transformation model is supportive to this research area, but the model has a gap of analysing the influence of defined organisational elements towards market-orientated concept and the impact of organisational culture towards achieving market-oriented output through a transformation program.

The study carried out by Kimura (2012) claims that transformational leadership and perception of organisational politics are influencing market orientation. According to Yam, Tam, Tang and Mok (2011), market orientation involves in adapting to market oriented behaviour that relies on cultural support and climate, where Hajipour and Ghanavati (2011) emphasized that organisation culture has a significant effect on market orientation. Similarly, McClure (2010) claims that organisation culture influences the conflicts within an organisation, which in turn influence the market orientation. Furthermore, Slater et al. (2010) highlights that organisation structure and organization communication has a significant impact on creating market-oriented behaviour in an organisation. In addition, organisation change and organisation transformation are considered as important under business decision making in the recent past, where different researchers have undergone empirical studies by focusing on different aspects of micro and macro business environment. Mosadeghrad and Ansarian (2014), claims that top management involvement in business, organisation culture, strategy, training and long-term goals have significant influence on employee satisfaction and commitment, which in turn affect the progress of a change program.

Moreover, the same study has identified organisation leadership as a key factor, which needs to be considered in controlling the obstacles throughout the transformation process. Similarly, Kearney (2015) claims that organisation structure and governance, organisation processes, technology, configuration of resources are some factors that need to be aligned, where organisation capabilities and culture plays a major role towards a successful transformation and change management process. Kohli and Jaworski (1990) expressed market orientation as a process of implementing marketing concept. The model expressed the importance of responding to the market by generating market intelligence and sharing the information across organisational divisions. Similarly, Narver and slater (1990) in their model have discussed the components that involve in creating a market-oriented business, where it addressed the gap in Kohli and Jaworski model for market orientation. In other words, model of Narver and slater (1990) for market orientation emphasized another aspect of market orientation that highlights market orientation as a culture for organisations. The two key models for market orientation is useful for the research area, however it is questionable whether more components are applicable for today's nature of competitive business in creating market orientation and how transformational factors influence the overall market orientation. Further, Erdil et al. (2003) and Day (1994) argued firm performance, decision-making, innovativeness and customer satisfaction might improve through market orientation. According to Johnson (2011), most of the past studies have focused on market orientation perception by focusing only on selling organizations. According to Kaur and Aggarwal (2014), tremendous efforts given through various studies to model success factors of transforming an organisation, but failure factors are also important and not highlighted to a considerable level. There are only few studies exist to identify the relationship and the influential power of some individual transformational and transactional factors towards market orientation. Moreover, it is not fully exploited to its fullest level to identify the influence of transformational and other external factors towards market orientation, which triggers organisation transformation processes and market oriented behaviour in a highly competitive business environment. In addition, researches conducted mainly in the west, such zeal is missing in Sri Lankan context due to social economic background. Each country has its own way of doing things, where studies conducted in the west may not be useful to South Asian region or to Sri Lanka. Therefore, it is important to address the empirical gap according the Sri Lankan context or South Asian region.

1.3.2 Practice Gap: Industry Specific Rationale

The telecommunication service is the major backbone to provide digital technologies; therefore, telecommunication industry has a higher significance in future service sector supporting e-commerce, secure payments and other digital applications (Agarwal, 2018). ICT development even connects the long distance consumers, which in turn help for the development of Small and Medium Enterprises (SMEs). The higher internet penetration and new innovative internet based products give rise to enhance import and export trade services in a country. Moreover, the development of ICT facilitates knowledge transfers and enhance new business models such as knowledge based business service outsourcing to improve profits and managing the global value chain easily (Agarwal, 2018; WTO, 2017). According to the study carried out by Microsoft Predicts, digital transformation is estimated to add over USD 1 trillion to the GDP of Asia Pacific region by 2021 with 0.8% annual growth rate. Digital transformation may give rise to develop digital products and services created through digital technologies such as Internet of Things (IOT), Mobility, Artificial Intelligence (AI) and cloud computing etc. Moreover, the same study has highlighted that 60% of the Asia Pacific region's GDP will be derived from digital products and services by 2021 (Daily FT, 2018).

Sri Lankan parliament have accepted the telecommunication as a strategic development project and the Ministry of Telecommunication and Digital Infrastructure has launched a special roadmap for three years from 2017 to 2020 in implementing national telecom and digital infrastructure policy and encourage partnership with private sector in enhancing the strength of telco digital services (Agarwal, 2018). Sri Lanka has been ahead in the curve in terms of telecommunication technology update. The industry provides the infrastructure to transform the country into a dynamic global hub by providing global connectivity to peoples' life (NDB Securities, 2016). Sri Lanka is also recognized as one of the countries having service sector driven economies in South Asian region, where service sector has contributed 56.3% to country's GDP in the first quarter of 2015 (Department of Census and statistics, 2015). Similarly, the service sector also has shown 4.4% significant improvement in 2018 first quarter compared to 2017 (Department of Census and statistics, 2018). Considering the overall growth rate in Sri Lankan service sector, telecommunication as a significant industry has reached a growth rate of 8.4% in 2014 (Dissanayake and Ismail, 2015). Similarly, Gross National Income from Telecommunication industry has increased from 33,257 million LKR to 76,703 million LKR during 2012 to 2017 period (CBSL, 2018).

Moreover, Gross Value Addition of telecom sector activities in Sri Lanka has reported 11.1% growth rate in 2018 first quarter compared to same time in 2017 with 29% increase of internet connections (Department of Census and statistics, 2018), which shows consumers are adopting towards telecommunication services and the country's telecommunication sector itself is growing rapidly. Therefore, this study tends to focus on the Sri Lankan telecommunication industry, by considering its contribution to country's economy that operates in a highly competitive and emerging business environment as well as a significant industry in terms of technology and contributing to country's communication infrastructure development, which has high value to address the market agility and market orientation.

According to the TRCSL statistics (2018), telecom operators have undergone many transformation programs in the recent past (Table 1) to align their organisations towards market competition. Nevertheless, it has proved that telecom operators also ended up with negative results (Appendix 2.0). Furthermore, foreign telecommunication companies have a shareholding power of top most telecommunication operators in Sri Lanka (Appendix 1.0) that even influence to bring international technologies, products and services to Sri Lankan market. In addition, most telecom operators follow the success stories of other international telco operators, but it is highly questionable whether they achieve expected targets and competitive edge in the telco business environment. Therefore, problem arises whether the Sri Lankan telecom operators achieve their targets on market agility by investing on transformational efforts?

In addition, organisational culture is considered as an essential factor for organisations attempting to be market oriented, but the influence of organisation culture can impede the organisation's ability to be market oriented (McClure, 2010). It is a transformational challenge to create an organisational environment where the group success is more important than individual success. Cultivating a team orientation is the basis for sharing the information effectively and cultural change is required to achieve market-orientated behaviour (Slater et. al., 2010). However, organisation culture consists of generic types, where some cultures may predispose to higher conflicts while other types of cultures attenuate it. Therefore, problem arises whether the organisation culture has any effect on organisation transformational change approaches and market orientation take place in the Sri Lankan telecommunication industry?

Hence, considering the gap in the literature and the telecommunication business environment in Sri Lanka give rise to find out "How does organisational transformation factors influence on market orientation".

In addition, the relationship between organisation transformation and market orientation will be examined by conducting a research study within the research framework for the telecommunication industry in Sri Lanka. Further, organisation culture will be considered as a significant factor in the research study, while analysing organisation transformation and market orientation, where the mediating effect of organisational culture may create different results to independent and dependant variables of the study i.e. organisation transformation and market orientation. The novelty of this study builds upon identifying transformational factors, which influence in creating market-oriented behaviour for highly competitive service industry like telecommunication, and identifying the impact rate of each key transformational factors towards market orientation as well as how organisation cultural behave for the same. The research may add definite value for the literature in addressing the identified literature gaps and provide a clear guidance towards the top management of telecommunication operators to take their organisations to the next level within the competitive business environment.

1.4 Research Aims and Objectives

1.4.1 Research Aim

The research problem highlights the gap in the theory, literature and practice within the research study area. Therefore, considering the research problem aim of this study is to "Examine how does organisation transformation influences market orientation?"

1.4.1.1 Research Questions

Furthermore, to address the research problem figured out in this study, attention is given to the research questions mentioned below

- What are the organization transformational factors contributing to market orientation?
- How does the different transformational factors affect the market orientation in Sri Lankan telecommunication companies?
- How does organisational transformation factors influence the organisation culture in Sri Lankan telecommunication companies?
- How does organisation culture of Sri Lankan telecommunication companies influence its market orientation?
- How does organisation culture influence the relationship of organisation transformation and market orientation of Sri Lanka telecommunication companies?

1.4.2 Research Objectives

Focusing on the research questions, this study will be conducted to investigate the relationship between organisation transformation and market orientation as well as the influence of organisation transformation efforts on organisation culture to examine the influence of organisation culture on market orientation. Accordingly, this study will be conducted to achieve the following objectives.

- To investigate the transformational factors which influence on creating market orientation in Sri Lankan telecom companies
- To examine the influential power of different transformational factors towards market orientation in Sri Lankan telecom companies
- To examine the role of organisational transformational factors in improving the organisational culture of Sri Lankan telecommunication companies.
- To examine the role of organisation culture in achieving market orientation for Sri Lankan telecom companies
- To examine the mediating effect of organisational culture in achieving market oriented behaviour through organisation transformational efforts

1.5 Significance of The Study

The significance of this study is a way of highlighting the values of the research. Considering the research background and the research problem, significance of the study can be expressed in terms of its contribution to enhance the knowledge in the area of the study as well as its contribution towards the industry and the researcher. Moreover, significance of the study also relates on the way it addresses the empirical or theoretical gaps and practice gaps, where it will provide new knowledge base and give rise to carry out future researches.

1.5.1 Significance to The Literature

The literature including past studies and theories are highly important to expand the research based information and knowledge as well as to design a real market oriented move or any other change in an organisation. However, the background highlights that only fewer studies have conducted in this research area, which in turn results to an empirical gap (Johnson, 2011). Further, previous studies have considered few transformation factors with expected organisation outputs, which may vary from organisation to organisation, but the organisation transformation and market orientation concept as a whole is not exploited to its fullest level.

This study will contribute for the literature, theory and leads to fill the empirical gap. Moreover, findings of this study will be a definite advantage to analyse the real relationship between the factors involved in organization transformation and market oriented behaviour as well as the influence of organisational culture on the market-based results in Sri Lankan context or south Asian regional context. Addressing the mediating effect of organisation culture towards the relationship of transformational factors and market orientation under this study highlights newness for the literature. Hence, this study is significant to the literature and theory. Furthermore, this study will give rise to provide the knowledge and guidance for emerging industries in developing countries to use for the fulfilment of market-oriented behaviour. Similarly, the research is significant to lead for future research as well as to extend the study to examine different industries in Sri Lankan as well as in other developing nations.

1.5.2 Significance to The Industry

Telecommunication firms operate intensely competitive and consider transformational change on regular basis to face anticipating future problems (Waddell, 2001). Such transformational programs will have different objectives, where different telecom operators give priority for various key areas to improve their businesses. Some firms focus on transformational programs to carryout innovative changes, while some other firms focus on transformational programs as an approach to survive in the competitive business environment. Similarly, Market orientation and agile business concepts have given more priority because of competitive business environment in the Sri Lankan telecom sector. The telecom operators in Sri Lanka work closely with the international vendors to implement new technologies, use cases and strategies practiced in the west as well as other technology driven nations. Therefore, it is important for the telecom operators to link the market and transformational factors as well as change management efforts to achieve maximum outcomes to create a competitive edge among the competitors. This study will be a good information base for all the Sri Lankan telecom operators to rethink and design their market-oriented move with related transformational factors and to drive accordingly to a well suitable process.

Top leaders are accountable to align organisation leadership, culture, organisation design and talent through a new business model or refocused strategy and to take the necessary steps for transforming organisations (Fuda and Winn, 2017). Moreover, top leaders' involvement is also essential for organisations to move forward with market-oriented behaviour, as it needs transforming process with clear focus.

However, there is a possibility that experienced people may also make errors at any point of time in a transformational process, which may result to unexpected outputs (Kotter, 1995). On the same note, Sri Lankan telecommunication companies may do many investments as per the market demand, but some initiatives may result for customer's dissatisfaction. This study will contribute to enhance the knowledge and practices of decision makers who drives organisation to achieve market-orientated behaviour. Findings of this research may also give rise to provide solutions to overcome the practical issues, while Sri Lankan telecom operators attempting to be market oriented. Hence, this study is significant for the telecom industry and it will be a definite advantage for decision makers to drive their respective organisations towards a market-oriented behaviour and to achieve the expected results.

1.6 Chapter Outlines

The chapter described the background of the research study, identification of the problem, aim of the research, research questions as well as prime objectives of the study. Further, it highlights the significance of the study for the industry, literature and the author.

The chapter two consists of literature review on the key variables (Independent, Dependent and Mediating variables) as well as the background behind the concept developed by various scholars according to different perspectives. The chapter two mainly supports with a background to build the conceptual framework.

The third chapter deals with research methodology of conduct, which includes research philosophy, research design, conceptual framework with hypotheses to be tested, operational variables, research approach that includes sampling techniques, data collection methods, design of the questionnaire and the structured interviews, test of pilot study and the expected data analysing measurements and tools.

The fourth chapter includes data analysis of collected data to achieve the expected research objectives. Further, it includes Path Model analysis and Structural Equation Modelling (SEM) to test hypothesis and transformational factors. In addition, the chapter highlights the key findings of the research study

The chapter five as the final chapter discusses the conclusion and recommendations of the research, which includes the summary of the study, managerial and theoretical implications as well as limitation of the study. Further, chapter discussed the contribution of the study towards the theory and future research.

2.0 Literature Review

2.1 Introduction

The second chapter consists with literature review related to key variables of the study namely organisation transformation, market orientation and organisation culture. The literature review structured into key sections. At the first section, the chapter described the definition of organisation transformation and change management with related theories and models developed by professional scholars (Kearney 2015; Mosadeghrad and Ansarian, 2014; Burke and Litwin, 1992; Nedler and Tushman, 1980). In addition, literature described the transformational factors that leads to success or failure of a transformation program.

The literature emphasized the relationship between organisation transformation and market orientation of a firm as well as how transformation program contributes in developing market-oriented behaviour.

The next section of the chapter described on market orientation. The definition and the concept of market orientation was described with relevance to two major theories developed by professional scholars. In two theories market orientation was discussed under different variables such as customer orientation, competitor orientation, inter functional coordination (Narver and Slater, 1990) and intelligence generation, responsiveness, intelligence dissemination (Kohli and Jaworski, 1990). Those theories were essential for proper understanding to progress with the research study. The literature also considered on the factors that influence market orientation of a firm and the factors influenced by market orientation.

At last chapter focused on an important variable for any organisational change i.e. organisation culture. The literature described the relevance of organisation culture towards organisation transformation and market orientation as well as how organisation culture was identified in previous studies for supporting organisational performance and growth.

The literature review on the key variables considered as an important aspect in developing the conceptual framework and the formation of hypotheses to carry out the study. Furthermore, past studies conducted in relevance to organisation transformation and its factors, market orientation and organisation culture were used throughout the literature review chapter to support the research methodology and to streamline research design in achieving research objectives as well as to identify the measurement indicators to conduct the research.

2.2 Organisation Transformation Overview

Organisation transformation leads to a fundamental change of a firm, which means to transcend from a static state and considered as an effective solution to a unstable, changing business environment (Rothwell, Stavros and Sullivan, 2016; Labusch, Winter and Uhl, 2012). Organisation transformation as a challenging task, which considered as a second order plan in changing a firm to manage the existing issues as well as to overcome the difficulties by giving prominence in applying the required change (Bartunek and Louis, 1988). Similarly, organisation transformation considered as a multi-dimensional, qualitative, discontinuous, radical change that leads to a paradigm shift (Tonder, 2014).

Organisational change is an important factor of organisational life cycle, where the growth and sustainability of a firm depends upon change and transformation programs. According to Burke (2014), change occurrence in an organisation is mostly an unplanned and gradual. However, planned organisational change is a large-scale change initiative that effect for the entire organisation and not an everyday occurrence. Organisational change can take place at any level of an organisation, where planned change initiative may leads to an Organisation transformation level (Rothwell, Stavros and Sullivan, 2016; Burke, 2008). Therefore, organisation transformation program may include multiple planned change initiatives at different levels of an organisation.

Most organisation transformation programs are initiated as a business transformation or a combination of business and IT transformation. Such transformation programs give more priority in improving agility that enables a firm to respond quickly to a change and increase revenue while reducing the cost. However, process redesigning and enablement of technology-based growth are key ultimate goals of frequently occurring transformation programs, but with low priority attribute. In addition, risk mitigation and business networking are also taken into consideration for some organisation transformation programs, but occurrence of such transformation programs are comparatively low in the industry and very low priority is given to initiate a transformation program by taking those as a base reason (Labusch, et al., 2012). The organisation transformation mostly focuses on high-level outcomes such as enhancing operating models, aligning to organisational roadmap, business optimization, long-term financial survival, behavioural change of employees as well as developing processes and platforms with standardization (Tonder, 2004). Burke and Litwin (1992) argues organisation transformation lead to manipulate organisational variables such as organisation structure, culture, leadership, strategy etc.

The change in organisation's purpose, which includes mission and vision, may create the background in transforming the organisation (Porras and Silvers, 1991). The corporate transformation involves in changing many of the variables such as organisation structure, procedures, systems, core values, communication methods, power and status, network, workflows as well as new staff recruitments (Dunphy and Stace, 1993). However, with the increase of transformational models in the recent past, change of one or more organisation variables may leads to organisation transformation (Tonder, 2004).

Considering the success and failure of a transformation program, support from top management, enhance stakeholder management as well as distribution of clear responsibilities among the organisation are key enablers of a transformation program, while limited resources, resistance to change as well as organisation obstacles inhibits driving a transformation program (Mosadeghrad and Ansarian, 2014; Labusch, et al., 2012).

2.2.1. Why Organisation Transformation?

Organisations face many difficulties in the competitive business environment, where necessary actions are required to survive in the market (Stadtlander, 2006). Most organisation managements are transactional in nature, where they give more attention to routine challenges, which occur in day-to-day operation and mainly focus on finding answers by going through standards, processes, policies etc. Such organisation managers always consider cause and effect relationship while taking actions (Granger and Hanover, 2012). Furthermore, Granger and Hanover (2012) highlighted that modern management theory and practice have the conquered guidance to achieve the success in routine challenges. Unfortunately, it does not highlight the predictable successful rate for non-routine challenges or adaptive challenges. The transactional approaches are well helpful in making improvements for a firm or while a firm is in a steady performance state. The most managers are lack in building the capacity to face for non-routine challenges, which have unknown answers and need new way of thinking. Moreover, non-routine challenges typically taken as undoable, bit chaotic, too complex, too abstract and unmanageable by most organisational managers, rather than considering the same as a business opportunity (Heifetz and Sinder, 1988). Therefore, it is required to break the conventional thinking and focus on new approach to address non-routine challenges that is transformational in nature. Hence, organisation transformation has become much important in finding solutions for non-routine challenges in competitive business environment.

2.3 Organisation Transformation as a Key Enabler

Achieving new levels of business in a sophisticated business environment is not an easy task and a never-ending process. It is a matter of reallocating the assets effectively to align with the changing conditions (Bahner and Stroh, 2004). Organisation transformation is a change initiative that aligns a firm's human resources as well as business assets towards meeting business strategy and customer demands with a superior goal of enabling the firm to act efficiently and effectively for the global business trends. According to McKinsey (2015), change efforts are very hard and implementation of such hard work with a design of shifting the mind-set and uplifting employee behaviours will leads to a successful transformation.

The business environment is highly competitive, where time is very important and precise due to technological advancement. Technology development provides strategic advantages to firms and open the doors to rethink on evaluating the importance of timely actions (Rothwell, Stavros and Sullivan, 2016). Industries like telecommunication need to give its fullest attention as it influenced from the emerging technologies and telecommunication has become a major requirement among the community.

Organisation change is categorised into two types i.e. episodic and continuous, where episodic is defined as intentional, infrequent and discontinuous while continuous change is defined as ongoing, cumulative and evolving (Gunawardena, 2015; Weick and Quinn, 1999). The continuous change is associated with change that is emergent, where organisation realize new strategy in the absence of prior intentions (Orlikowski, 1996). Similarly, episodic change considered as an intentionally planned response to realign the organisation and the environment that it operates towards creating strategic shift (Weick and Quinn, 1999). In par with the same Hammer and Champy (1993) has supported with a similar view on episodic change, where episodic change in an organisation need to focus on fundamental and dramatic change in their processes, procedures and strategies in order to grow and sustain with the changing business environment.

Transformational change combines people, processes and tools to execute change process for delivering superior value (Bucy, et al., 2016). Organisation transformation is also a type of initiative that involve in large scale planned strategic, administrative change (Fernandez and Rainey, 2006), where many researchers have agreed for the same. However, based on the literature, organisation transformation considered as a large-scale planned initiative that involve with multiple divisions of an organisations towards enhancing the organisational processes and core business values (Gunawardena, 2015).

2.4 Theories Involved in Organisation Transformation and Change

There are various theories, which can relate with organisational transformation and change (Gapp and Fisher, 2008). The Total Quality Management (TQM) as one of the key benchmarking philosophies (Feigenbaum, 1986). The TQM has lead for new management paradigm that gives more focus towards continuous performance and process improvements with collaborative effort of all employees. The mechanism in TQM ensure to identify the best fit methods to improve the processes of an organisation in achieving better outcomes. Moreover, understanding the real insights of organisational processes and use of performance measurements to achieve the overall improvements will influence in transforming an organisation (Gapp and Fisher, 2008).

2.4.1 System Thinking

Most of the theories, which relates to organisational learning has the foundation of system theory and consider on a holistic approach towards enhancing knowledge (Mele, Pels and Polese, 2010). Senge (1990), introduced system thinking as a framework, which highlights complex relationships in an organisation. Further, he argued that system thinking is mainly a combination of four elements such as shared vision, mental model, personal mastery as well as team learning that gives rise to enhance organisational learning. However, application of such theories in research studies have given rise in expanding to various other complementary theoretical views and concepts underlying the organisational complexity in diverse areas (McKenzie, 2017).

Moreover, new researches have led to identify the relationships of different organisational factors influencing organisational complexity and change. Opposing the same Amagoh (2008) explained system theory is too vague and subject to criticism, which may not be able to recognise the change with dynamic or evolutionary in nature. In turn, it gives rise for the researchers to rethink on the theories that reflect non-linear or unpredictability of change in nature. Cabrera (2008) developed the concept based on the realm of complex adaptive systems, where he further argues that concepts of system theory are critical to organisational learning and build the concepts by addressing the practical challenges of system thinking. Therefore, elements in system thinking are supportive as a framework for the initiation of a transformation program and simplifying the areas to be addressed over a transformation.

Thus, such understanding of system theory support to investigate on how the organisational learning can be managed in a dynamic and evolutionary business environment related to the study (McKenzie, 2017).

2.4.2 Complexity Theory

The complexity theory as an emerging concept from system thinking has multitude interactions and it is not easy to comprehend complex system nature with understanding (Flood, 2010). Further, it is considered as a systematic thinking, where we understand unknowable, research grounded in complexity theory creates the path to learn and act according to the realm of what is unknown and unpredictable. The complexity theory with systematic thinking is a usable approach to drive an organisation in unpredictable and competitive nature of business, which in turn support for transforming organisations (McKenzie, 2017).

In addition, activity theory is another theory, which emerged through system thinking and has many similarities with complexity theory. According to Gedera and Williams (2015), activity theory has a system thinking approach, which gives more focus on cultural and social learning. The theory gives the foundation to understand the social change relating to knowledge and practice. The activity theory work as per the cultural and historical boundaries, but does not allow focusing critical learning of physical and biological systems (McMurtry, 2006). However, complexity theory considers all the influencing factors, while investigating all relationships and dependencies involve with knowledge generation and change mechanisms.

Phelps and Hase (2002) argues complexity theory as a supportive in bridging the paradigm gap of science and social science, which makes to change the traditional research approach into subjective or objective ontology research. However, it is important to be clear with complexity theory's descriptive nature and step into assumptions by focusing on its behaviour in other situation due to unassured outcomes (Morrison, 2010).

According to McKenzie (2017), there is a framework to incorporate the evolution of organisational learning with complexity theory, where the researchers can describe on complex systems without examining the factors separately. The complexity theory paradigm also defined as a self-organised ontological emergence and change of an unpredictable interactions and outcomes of constituent elements in an ecological background, where an epistemology that focus to understand causality with multiple directions and examine the processes as well as outcome interactions in understanding holistic phenomena (Cohen, Manion and Morrison, 2011). Hence, systematic thinking and complexity theory provides a background in understanding complex, competitive and unpredictable business nature like telecommunication, where it helps to analyse the transformational and change factors.

2.4.3 Organisational Change Involvement with System and Complexity Theories

The complexity theory and system theory engaged in converting external energy, where the external energy process as a system and provide an output as a different form. Nevertheless, complexity theory involves mostly with unpredictability of change in the environment, where it gives rise to emerging behaviour and ideas that tends to produce variety of outcomes. On the other hand, system theory focus on using multiple paths in achieving the same objectives. The complexity theory can split in to two forms i.e. mathematical complexity and aggregate complexity, according to its variety of techniques (Litaker, Tomolo, Liberatore, Stange and Aron, 2006). Mathematical complexity, which has an origin from chaos theory used to consider the behaviours of a non- random system with unpredictability that can occur random basis. This form of thinking is important to manage change in competitive business environment such as telecommunication, because most organisational operations rely on predictable systems. Similarly, aggregate complexity focuses on examining different elements that interact and influence to produce different behaviours (McKenzie, 2017). Supporting the same Litaker et al. (2006) expressed that different combinations of teams formed using same number of individuals with same roles under the same organisational structure may generate multifarious behaviours. The aggregate complexity is more towards qualitative than mathematical complexity, where it is important to combine both forms of complexity in order to manage a non-linear change process in an organisation (McKenzie, 2017). In addition, aggregate complexity is mostly depending on the relationship among different factors than the individual factors, which even covers the unpredictability of complex systems (Manson, 2001). In case of a crisis, structures of subsystems need to reform or form new structures as a reaction to the rate of change required for survival. Furthermore, the system view of aggregate complexity shows the real value as it accepts constant change and adaptation to the external factors towards generating firm's own reaction for such factors, where the same may support in achieving market-orientated approach. However, when aggregate complexity provide information rich emergence of change, it may contradict with evolutionary theory. As a result, Manson (2001) argues aggregate complexity should always consider other social theories to understand different applications.

Organisational change is challenging and hard to manage, because previous outcomes of change management as well as cultural factors influence to achieve predicted results. Therefore, without proper analysis of issues that taken place in the previous change, same mistakes may occur and change management process will not be successful.

Organisational learning as well as creating knowledge in complex business environment is much important, which tends to develop organisational strategies to adapt for unpredictable outcomes and unforeseen change (Argyris and Schon, 1978). Similarly, Morin (1992) expressed in his views as simplifying complexity theory, as a system paradigm is not possible due to its approach of understanding entire components of a system than individual components. In par with the same Uhl-Bien, Marion and McKelvey (2007) and Cilliers (1998) highlighted that complex system is able to describe and understand by closely examining context of its interactions among different environmental factors. Furthermore, complexity theory focuses on non-linear nature of change that takes place in an organisation, where interactions with unpredictability is a key feature and it leads to develop organisational learning and innovation to enable people as well as other factors to interact and involve in change mechanism (Uhl-Bien et. al., 2007). Understanding complex systems also enables firms to effectively correct errors in change management process, but the structures of firms should be in place in supporting social interactions. However, many business entities find that their management structures as well as organisation cultures inhibits organisational learning and sharing information among different business units (McKenzie, 2017). Complexity theory challenges the traditional approach of research study on predictability as well as replicability by opening the doors to organisational learning at individual level, group or team level and organisation level, which makes to analyse both macro and micro business environment (Morrison, 2010). Further, it is emphasized that effective model of analysing and learning complex organisational phenomena with change process may lead to understand the holistic view of an organisation, which in turn help to examine the influential activities that result in enhancing the overall performance.

The knowledge management concepts within the realm of complexity theory has new way of thinking, where knowledge management methods focus in developing innovative ideas that creates and maintains new organisational knowledge (McElroy, 2000). Further, McElroy (2000) emphasised that second-generation knowledge management has the key characteristic of processing knowledge by considering supply and demand of business. The theory of complexity creates a paradigm, which build the background to explore change initiatives, organisational learning as well as managing knowledge as it provides the basis to investigate knowledge and rules of underpinning knowledge that creates information to reshape the existing rules. Therefore, organisational learning creates organisational goals, means or tactics may come across through knowledge management and theory of complexity leads to a framework to sense the collective interactions that involve in transforming organisations.

2.4.4 Leadership Theory

Leaders' role is to create an environment in the work place for followers to adapt into new model in focusing challenges (Granger and Hanover, 2012). Leadership role is a key to organisational success and has been studied over centuries that reveals number of leadership theories. During early stages, leadership theories give more priority on understanding the personality and behaviour of leaders towards organisational success. However, recent leadership theories begin to consider on what leaders do rather than the qualities or traits required by a leader. In addition, modern leadership theories also focus on followers' role as well as contextual nature of leadership (Bolden, Gosling, Marturano and Dennison, 2003). Moreover, leadership literature reveals series of leadership theories from "Great Man" theory to "Transformational" leadership.

Table 2: 'Great Man' to 'Transformational' Leadership Theories (Source: Developed by Author)

Theories	Description
Great Man Theories	Leaders are considered as exceptional people based on the beliefs that leaders born with innate qualities to lead others. The 'Great Man' in the theoretical name used due to male dominant leadership mainly as military leadership was emphasized until the latter part of the twentieth century (Nawaz and Khan, 2016; Ololube, 2013).
Trait Theories	Trait theory carries set of qualities and traits that associate with a leader. The theory often identify the personality or behavioural characteristics of a leader. In fact, there are individuals who possess traits that supposed to have in a good leader, but not a leader, and such scenario is difficult to explain using trait theory (Burns, 2003).
Behavioural Theories	Behavioural theories based on beliefs and styles of a good leader rather than considering leaders are born with such qualities. The theories mainly focus on actions of leaders, where any individual can learn to be a leader (Feidler & House, 1994)
Situational Leadership	Situational theories focus on leaders' approach on handling situational variables. Different leadership styles such as autocratic and participative etc. may receive depending on the situation (Nawaz and Khan, 2016; Greenleaf, 1996).
Contingency Theory	The theory built as refinement of situational viewpoint, where the success depends on most effective style of leadership and quality of followers best fit for the situation.
Transactional Theory	The theory emphasizes the important aspect of relationship between leader and followers. It focuses on mutual benefit between the two parties, where leaders provide rewards and recognition as a return to performance and loyalty.
Transformational Theory	The theory highlights the leadership role of envisioning as well as implementing transformational processes in an organisation and maintain its performance.

2.4.4.1 Leadership Styles

In addition to leadership theories, leadership styles are focused as an approach to motivate the subordinates or organisational teams. However, one leadership style does not fit for all the scenarios, where different types of leadership styles are necessary to address multifarious organisational environments, situations, teams as well as individuals (Amanchukwu, Stanley and Ololube, 2015), where such styles may be useful in measuring leadership effectiveness.

- **Autocratic Leadership**

Autocratic is a style, which show case the extreme level of transactional leadership. Leaders with autocratic style maintain high power and followers have a minimum opportunity to express their suggestions (Amanchukwu, Stanley and Ololube, 2015). However, autocratic leadership style has been highlighted as an efficient model as the decisions are taken at a very short time and implementation of such decisions will be implemented fast. Moreover, autocratic leadership is much useful during crisis.

- **Bureaucratic Leadership**

Leaders with bureaucratic style strictly follow the procedures and encourage followers to maintain the same. Bureaucratic style is much suitable for the organisations deal with high risks such as machinery or finance. The bureaucratic leadership style is much useful for the organisations with routine tasks (Schaefer, 2005). However, this style may not show great results for the organisations deal with innovations and seeking more flexible working environment (Santrock, 2007).

- **Charismatic Leadership**

Charismatic leadership is less tangible compared to other leadership styles (Bell, 2013). This leadership style highlights a transformational approach, which encourage and inspire the followers by ensuring employee commitment and team efforts to reach organisational goals in a productive manner. However, charismatic leadership style believes that they are always right, but can go wrong if they do not listen to the team suggestions during organisational operations (Amanchukwu, Stanley and Ololube, 2015).

- **Democratic Leadership**

Democratic leadership style gives the opportunity for all the team members to express their views, but the leader will take final decision. Democratic style encourages creativity of the followers. This style enhances the hob satisfaction and productivity of employees.

At the same time, it creates the path for employees to develop their skills and innovative thinking, where in case such leadership style may helpful for innovative stages of an organisation. However, during crisis this style may have negatives as it may take more time for final decision making by gathering all the team inputs.

- **Laissez-Faire Leadership**

Laissez-Faire is a French phrase for "let it be" and it may be the best or worst style out of all leadership styles (Goodnight, 2011). This style of leadership allows the employees to work on their own. Such style provides resources and grant total freedom for individuals or teams to take decisions and manage respective work with their deadlines (Chaudhry and Javed, 2012). Furthermore, Laissez-Faire leadership style may be more effective if leaders able to monitor the performance. However, this style may damage the organisation if the team members do not take responsibility to meet the given deadlines with commitment or whether the team is not having the knowledge capability and motivation to do an efficient and effective job (Ololube, 2013).

2.4.4.2 Factors Influencing Leadership Style and Organisational Change

There are key factors, which determine the type of leadership or combination of leadership styles effectiveness for an organisation (Ibara, 2010).

- **Organisation Size**

Organisations have tendency of expanding when the business grow. When the business expands, organisations define sub groups that has real decision-making power. As a result, top management or macro level cannot address the issues occurs in business. However, organisation decision making will be centralized, when the business grow and multifaceted (Naylor, 1999). In such situations, leadership may drive the organisation to invite new ideas from employees (Ibara, 2010)

- **Degree of Communication**

Organisation communication or interaction is much important, as leaders need to involve in communicating with their employees to handle any situation (Ololube, 2012). Interaction level of quality and quantity influence the organisational management style, where organisation top management and employees need to work closely to achieve the tasks. According to Naylor (1990), constant information sharing, open communication, face-to-face discussions with staff for interpreting complex information is necessary.

Organisation with open system communication increase the likelihood of close interaction among divisions and employees, which in turn helps the leaders to enhance organisation operations and strategy implementation (Ololube, 2012).

- **Personality of Members**

Personality and quality level of employees, managers and top management builds the organisational leadership style, where different individuals prefer different leadership styles (Ibara, 2010). For an example, individuals who likes to depend on a leadership do not accept participative leadership style, where they expect a security and direction from a leader. Similarly, individuals with sense of developing carrier and ready to participate in decision-making would prefer collaborative leadership style. Therefore, leaders need to adapt for such different personality and professional background of an organisation.

- **Goal Congruency**

Organisations with high goal congruence mostly review the activities as well as operations to ensure, whether such activities are not affecting in achieving organisational goals (Ibara, 2010). Therefore, level of employees and departments' commitment in achieving organisational goals highlight the level of goal congruence, where the leadership style should also align to manage the organisational activities and achieve the set goals.

- **Level of Decision Making**

Quality of decision-making has been identified as a key differentiation element, where effective leaders tend to make quick and good decisions in order to help the ultimate goals of an organisation (Schoderbek, Cosier, & Aplin, 1988). Leadership ability and the perception of employees plays a key role in implementing the decisions and outcomes (Weddle, 2013). Low-level staff has less provision or no provision to involve in decision-making or provide inputs to the organisation operation, while organisation work in centralized decision-making model. Therefore, decision-making level of an organisation tends to define the leadership style required for the organisation. Furthermore, Weddle (2013) defined five decision-making levels such as leader take decisions and announce, gather inputs from individual and take decisions, gather inputs from team and make decisions, consensus building, consensus and delegation with criteria.

Therefore, leadership theories including leadership traits, leadership styles and other factors highlight the importance of leadership factor for a transformation and change approch as well as how to measure the leadership involvement according to nature of business.

2.5 Organisation Transformation and Change Models

Organisation change dynamics are concerned when focusing on different phases of change process (Self, Armenakis and Schraeder, 2007). Some studies in the recent past have given more prominence for the consequences of change efforts carried out in different industries, where such studies have aligned with the fundamental principles proposed by Lewin (1947) at the early stages on different phases of change such as unfreeze, move and freeze (Bigdeli and Baines, 2017). Building on the same Judson (1991), proposed a change model, which includes five stages i.e. analysing and planning, communicating throughout the organisation, explore the new behaviour, change from status quo to a desired state as well as establishing the new situation with institutionalising. In addition, Judson (1991) has expressed the importance of minimizing the resistance that can occur within the organisation to each stage of the change effort by proposing techniques such as rewards mechanisms, persuasion etc. Similarly, Galpin (1996), suggested a change model with nine stages i.e. establish the need for change, develop and disseminate a vision, understand and analyse the current organisation state, generate recommendations, prepare with the proposed recommendations, rollout the recommendations as well as change measuring, reinforcing and refining. The same model has emphasized the importance of organisation culture as it reflects in rules, policies and organisational norms.

Organisation change is categorised into four process models i.e. teleology, life cycle, dialectic and evolution in simple term it described as planned change, regulated change, conflictive change and competitive change respectively (Van De Ven and Poole, 1995). The four change processes differ according to different change event sequences as well as level of analysis, which is single or multiple and prescribed or emerged (Van De Ven and Sun, 2011).

Figure 1: Process Theories of Organisational Change (Source: Van De Ven & Poole, 1995)

Organisation change is a chaos (McKenzie, Dawn, 2017; Burke and Litwin, 1992; Gleick, 1987), where multiple variables or factors change at a time followed by environmental change and frequent resistance within the organisational systems that creates a confluence of processes, which are highly difficult to predict and mostly impossible to control. Nevertheless, past researches have highlighted some consistent patterns and linkage among different events, which influence on organisational change models (Burke and Litwin, 1992). The process theories are significant in designing and implementing change programs. Further supportive in identifying the best approach to reach the ultimate change management goals.

2.5.1 Kotter's 8 Step Model

Among the various models, Kotter (1995) eight-step model of leading change towards transforming an organisation has become the most comprehensive change process model. However, in the same study Kotter (1995) argues eight errors, which cause for transformation failure. Such errors are (i) not establishing a great enough sense of urgency without considering the macro environment real and potential crisis as well as opportunities, (ii) not creating a powerful enough guiding coalition among the individual who embrace a change and who can support for the effort, (iii) lacking a vision without clear goals and objectives, (iv) under communicating the vision by a factor of ten, (v) not removing obstacles to the new vision by changing organisational procedures, systems, policies and structures to facilitate, (vi) not systematically planning for creating short term wins by publicising the success and building the momentum among the individuals, (vii) declaring victory too soon without considering more improvements to fulfilling the vision (viii) not anchoring changes in the corporation's culture by publicising change effort and its success.

Figure 2: Kotter's 8 step process of leading change (Source: Kotter, 1995)

Transformational change efforts may fail in any defined phase due to various reasons. However, 50% of the transformational change efforts fail at the first phase (Kotter, 1995). The reason for organisation transformation failures occurs at the first phase is mainly due to the negativity of middle management on changing individuals from their comfort zones or the middle managements over estimation of the organisational current position. Kotter's eight-step model can be taken as a guideline to achieve success in transformational change by strengthening the organisational elements at each step.

2.5.2 McKinsey 7S Framework

McKinsey 7S framework includes seven key elements, which leads towards success of an organisation and considered as a powerful tool that gives rise to analyse organisational internal situation. The elements in the framework are interdependent to drive for synergetic outcomes. The interrelated and integrated elements in the framework are subdivided in to soft and hard elements, where the hard elements i.e. strategy, structure and systems are directly controlled by the organisation management, while soft elements i.e. shared values, style, staff and skills are less tangible and mostly controlled by the organisational culture. McKinsey 7S framework can be a useful tool during mergers and acquisitions to align the key processes of a firm (Cawsey and Deszca, 2007). However, the framework does not emphasize the reasons for change as well as its impact, and further not able to create a background to observe the cause and effect. Therefore, many researchers due to its lack of empirical evidences have criticized McKinsey 7S model and considered as more towards a static model (McKenzie and Dawn, 2017).

Figure 3: McKinsey 7-S Framework (Source: McKinsey insight)

2.5.3 Nadler and Tushman Congruence Model

The Nadler and Tushman congruence model is a tool, which developed to identify the performance gaps by diagnosing different factors that work together. Evaluating different elements through the congruence model support to fill the gaps and guide to enhance the organisational performance through productivity and profitability (Janse, 2019).

Transformation Process

Inputs		Outputs
Environment Resources History	Culture / Work / Structure / People	Organizational Group Individual

Feedback

Figure 4: Nadler and Tushman Congruence Model (Source: Nadler and Tushman, 1980)

The model is mainly based on four elements i.e. people, culture, work and structure. According to Nadler and Tushman (1980), a firm's performance is a result of how the key elements work together. Moreover, the model has given special attention to close the existing performance gap of a firm through a step by step procedure with six steps such as identify symptoms, note down input, identify output, identify problems, describe company elements, access congruence and then to use the same output to make an action plan. This transformation process allows a firm to compare the present and desired states of a firm, which lead in developing concrete strategy to close the performance gaps and realign the activities of a firm (Janse, 2019; Nadler and Tushman, 1980). Since the external environment is always change with opportunities and threats, this transformation process is continuous to identify the best product or services to the market with proper feedback mechanism. However, Cawsey and Deszca (2007) argues that Nadler and Tushman congruence model emphasize the alignment of factors that a firm need to focus in achieving strategic goals, but the model does not provide a proper framework to examine the process of change. Nevertheless, the congruence model is focusing on making a firm aligned to changing business environment by establishing a process to analyse organisational gaps towards achieving ultimate goals (Janse, 2019).

2.5.4 Burke-Litwin Causal Model

To create a working theory by understanding the organisational change need to capture major elements such as organisation processes; structure and pattern integrate with complex organisation (Burke, 2014). In order to highlight those elements Causal model of organisational performance and change by Burke and Litwin (1992) is considered.

Figure 5: Burke-Litwin Causal Model of Organizational Performance and Change (Source: Burke and Litwin, 1992)

The proposed change model is able to provide answers to the questions inherent with change theory such as what, why, how, where, when and who by comparing to previous change model concepts. According to Burke and Litwin (1992), the model categorises transformational factors and transactional factors, where external environment, organisational culture, mission and strategy as well as leadership considered as transformational factors that responsible for change with revolution. Organisation structure, management practices, organisation systems, work unit climate, tasks and skills, individual needs and values as well as motivation are considered as transactional factors that subject to processes with evolution.

However, Burke (2014) argues that all the factors mentioned in the Burke and Litwin (1992) model is required in understanding the existing situation of an organisation to manage the change. Furthermore, the model give rise in understanding the organisational change and learning in all levels of the organisation with a wide range of holistic view that leads to strategic and high-level decision-making.

The causal model provides a background for the researchers to investigate on both what and how of a change approach (Kondacki, Van Den Broeck and Devos, 2006). Further, causal model of Burke and Litwin is well useful to study planned change as well as unplanned change and validated through many practical research studies (McKenzie and Dawn, 2017; Kondacki et al, 2006). Similarly, Galvin and Clark (2015), recommended the US Military to adapt for the causal model of Burke and Litwin as it contains more detail nature of organizational levels compared to currently using Kotter's 8step process for leading change, which is difficult to understand the 'bottom-up' change.

Figure 6: A Model of Organisational Performance and Change: The Transformational Factors (Source: Burke and Litwin, 1992)

The transformational factors contain the upper part of the Burke and Litwin (1992) causal model, where it includes the areas that interact with and without the environmental forces. As per the rationale highlighted by Burke and Litwin (1992), environmental forces such as government regulatory changes, changes in the competitive business environment and technology breakthroughs give rise for most organisational change initiatives. However, Torbert (1989) in his view explained that transformation emanates from leaders with transformational vision and not because of external environment. Nevertheless, it is not a debate that astute leaders have faster approach in responding towards external business environment and they choose the exact environmental forces, which they require to deal as per the organisational situations and guide the firms accordingly.

2.5.5 Fit Transformation Framework

A.T Kearney as a consulting researcher for multifarious transformational programs has developed the "Fit Transformation" framework. The framework has developed on top of three pillars such as balanced translation, all-encompassing alignment and comprehensive, grounded transformation management. According to Kearney (2015), the model highlights the transformation triggers as external environment and strategy of a firm. The transformational triggers translate to building blocks of the operating model i.e. structure and governance, processes, technology enablement, resource configuration, capabilities and culture to align each operating areas and influence to transform the organisation with change management.

Figure 7: Fit Transformation Framework (Source: Kearney, 2015)

2.5.5.1 Balanced Translation

Cost cutting is a key strategy that most firm's focus, but more prominence only to cost cutting may impact on the customer service, ability to adapt for the market change, quality of product and the expected revenue etc. Therefore, telecom operators should focus on the market competition and make a balanced approach to align with fit transformation with balanced leanness, strength and agility (Kearney, 2015). According to fit transformation framework strength, agility and leanness should properly defined not only at the organisational level, but it should go deeper and define at business unit, division or functional level. Moreover, it is necessary to consider all elements with balanced strategic approach, even though the transformation focus vary as per the objective of the program. In addition, Kearney (2015) expressed that telecom operators should give more priority on balanced cost cutting by achieving operational excellence and building the capability of delivering superior customer experience.

Table 3: A Fit Company Balances Strength, Agility and Leanness (Source: Kearney, 2015)

Strong (Build deep capabilities)	Agile (Respond to the market dynamics quickly)	Lean (Develop structural cost advantage)
• What is the right operating model for our market? • What capabilities differentiate us? • How do we create and maintain high-value-adding partnerships? • How do we create high talent retention?	• How do we gain and embed deep customer insight? • How quickly can our processes respond to market changes? • How do we best make our workforce more flexible? • What culture will enable and promote innovation?	• Are our true operating costs competitive? • How do we rightsized without creating operational risk? • What are appropriate trade-offs between cost and value given our strategy? • How do we enable employees to drive productivity?

2.5.5.2 All-Encompassing Alignment

According to the Fit Transformation model, telecom operators need to achieve alignment in dimension, where in first it is necessary to align the building blocks of an organisational operating model. Aligning the building blocks with one another will give rise to redefine the processes and it is necessary to examine whether the accountability remains same for governance issues i.e. performance objectives as well as decision authority, processes of cross-functional divisions (Kearney, 2015). Moreover, Kearney (2015) in his findings emphasize that interdependencies between different building blocks are much important and it influence on the sales targets of telecom operators, while reengineering of processes, taking customer initiatives, enhancing employee capabilities and initiatives to cultural shifts take place. However, cross-functional alignment is also important to break the organisational silos. As an example, many telecom operators have experienced barriers in aligning marketing and Information Technology (IT) systems for product portfolios (Kearney, 2015).

2.5.5.3 Comprehensive, Grounded Transformation Management

A Fit Transformation framework takes a systematic focus for change management with top down and bottom-up approach. It gives rise to identify and activate change engine with in a firm. The findings of Kearney (2015) highlights change management as a key factor that result for success or failure of a transformation. Further, it described that firms give focus on generating new ideas, but lack of direction, support issues during the implementation stage, and lack of awareness may lead to fail the transformation program.

Figure 8: Four Dimensions to Broaden Change (Source: Kearney, 2015 & Coburn, 2003)

Similarly, change management is expressed under four dimensions i.e. spread, shift, deepen and sustain, which is useful in managing the transformational change towards success (Kearney, 2015; Coburn, 2003).

2.6 Involvement of Theories and Models for the Study

The literature review on theories and models influence as a foundation to build the variables and measurements of the research study. Starting from theories, system thinking and complexity theory used as a foundation of building the background on organisation learning over complex business environment. Implementing organisation transformation in a competitive business environment such as telecommunication required deep analysis on organisation system and its components, where the complexity of the transformation also depends on its objectives. In order to understand the holistic view of the organisation's business model, system thinking approach is much useful, as it provides guiding steps in understanding organisation elements (Morrison, 2010). Further, complexity theory builds the paradigm of exploring new knowledge with innovation and managing knowledge, which may be a definite advantage in creating market orientation for a highly competitive business environment (McKenzie, 2017). In addition, leadership with traits and leadership style emphasized the measuring of required leadership model for a telecom company transformation.

Similarly, organisation transformation as a planned change requires understanding the planned change process. Organisation change process theories highlights key types of change process models, where an organisation program needs to adhere for effective change implementation and management (Van De Ven and Poole, 1995). Therefore, change process model literature supports indirectly for the knowledge in analysing and arranging different components for transformation initiatives. Furthermore, Kotter's eight-step process for leading change inform the study on key phases of transformational change.

Understanding the same support in aligning different transformation factors to achieve different phases (Kotter, 1995). It also provides the foundation to decide, which qualities transformation factors should maintain to pass through different steps of a transformation program.

McKinsey 7S framework highlights key elements that support to understand the internal situation of an organisation (Cawsey and Deszca, 2007), where the same elements are much useful in implementing a transformation or a change program. The literature on the McKinsey 7S framework is a useful model in identifying the key transformation factors. Previous studies and literature emphasized organisation performance as a key objective for transformation and change programs. The two models Nadler and Tushman Congruence model (1980) and Burke-Litwin Causal model of organisation performance (1992) emphasized key elements, which support to enhance organisation performance. Further, Nadler and Tushman model (1980) emphasized how key elements link together within a transformation process that even give rise to identify the gaps to enhance productivity and profitability. Similarly, Burke and Litwin (1992) discussed on both transformational and transactional elements as well as their relationship towards organisation performance. The two models contribute in analysing transformational factors, which help to develop independent variable components of the research study.

Apart from all the other models 'Fit Transformation' model is much closer to this research study as it was developed by researching on telecommunication industry. The Fit Transformation model emphasized the building blocks of organisation operating model and how such variables influence on transformation and change management. The three pillars used to develop Fit Transformation framework further emphasize on developing balance between strength, agility and leanness as well as aligning components of the operating model and systematic transformation and management (Kearney, 2015). The Fit Transformation framework contributes in analysing the behaviour of transformational elements with market requirement for the business. In addition, the model also expresses how the components of the operating model of an organisation should align with clear strategy to drive a transformation program. Hence, the Fit Transformation is much useful for this study in justifying and measuring independent variables.

Considering the above literature on theory and different models related to change processes, transformation elements, leadership as well as organisational learning etc. provide guidance on categorizing transformational factors, which may influence on market orientation and how to measure such factors to conduct the research study.

2.7 Organisation Transformation Factors

Success or failure of an organisation change may cause due to many factors and mostly organisation success may negatively influenced by 55 barriers (Mosadeghrad and Ansarian, 2014), which categorised under five key barriers to change success i.e. strategic barriers, human resource barriers, procedural barriers, contextual barriers and structural barriers. Furthermore, the study carried out by Mosadeghrad and Ansarian (2014) highlighted the change barriers according to its prioritisation and frequency of occurrence, where an organisation needs to address such barriers as per the prioritisation to achieve higher success rate in transformation and change programs. In addition, the study emphasized organisation leadership as a strong influential factor to address most change barriers. Similarly, involvement of top management, training, strategy, long term goals, organisation resources, structure, training, planning, organisation culture have significant impact on the satisfaction and commitment of employees that lead to change program success or failure.

Change barriers	Frequency of Occurrence	Prioritised rank
Insufficient education and training	32	1
Lack of employees involvement	31	2
Lack of top management support	30	3
Poor leadership and management	28	4
Lack of an appropriate organisational culture	27	5
Inadequate resources	21	6
Poor and ineffective communication	17	7
Lack of a plan for change	15	8
Lack of customer focus	14	9
Lack of a robust monitoring and measurement system	12	10

Figure 9: Prioritisation of reasons for change failures (Source: Mosadeghrad and Ansarian, 2014)

Figure 10: Factors affecting organisational change success or failure (Source: Mosadeghrad and Ansarian, 2014)

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Change programme success also depends upon certain critical factors, where visionary leadership, involvement of key stakeholders, supportive organisation culture and infrastructure, change programme planning, effective and efficient communication on change programme objectives as well as power of handling organisation resistance and conflict of ideas are important to drive a successful change initiative (Mosadeghrad and Ansarian, 2014).

2.7.1 Categorizing Five Transformational Factors

Literature on theories and models highlighted many transformational factors, where Mosadeghrad and Ansarian (2014) emphasized types of barriers that may occur during a transformation and need to address such barriers to achieve success. Considering many transformation factors identified through transformation and change models are categorized into five key factors i.e. leadership, resources, structure, system and innovation. As an example, leadership characteristics, leadership involvement for transformation and performance, strategic drive and organisation decision-making power etc. considered under leadership category. Furthermore, financial and non-financial resources such as financial contribution for transformation, infrastructure development in terms of building and IT or other platform infrastructure, human resources, training and development, expert knowledge etc. considered under resources. Similarly, other key transformational factors also a combination of many factors, which influence a transformation program. Above categorization of transformation factors is a definite advantage to conduct the research.

2.7.2 Organisational Leadership

The literature often discusses on two leadership styles out of many leadership styles i.e. transactional leadership and transformational leadership (Kimura, 2012; Bass & Avolio, 1993). Transactional leaders are well in advance to manage the routine challenges and handling the daily operations of an organisation by guiding the followers in performance based or routine-based model. However, transformational leaders arouse the interest of employees towards transforming the business and create awareness throughout the organisation by enhancing the confidence of employees and changing the thinking pattern of followers from existing concerns to new achievements and growth concerns (Kimura, 2012; Yammarino & Dubinsky, 1994). Focusing on previous empirical studies, transactional leadership style is identified as an element, which has a negative influence to organisation performance, while transformational leadership style supports and leads to achieve higher performance (Parry, 2003; MacKenzie, Podsakoff, & Rich, 2001; Howell & Avolio, 1993).

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According to Dickson, Den-Hartogo and Mitchelson (2003), leadership effectiveness is expressed as a culture specific perspective, where recent studies emphasized the effectiveness of transformational leadership across different cultures (Muenjohn and Armstrong, 2007; Wang, Law, Hackett, Wand, and Chen, 2005). Supporting the same Ishikawa (2012), emphasized the positive relationship between transformational leadership and the performance of R&D teams in Japanese organisations. Traditional researchers take different approaches to measure the behaviour of transformational leadership, but Podsakoff, MacKenzie, Moorman, and Fetter (1990) has given rise to explain transformational leadership behaviour in six key types i.e. identify and articulating a leadership vision, proposing a suitable model, fostering the accepted group goals, expecting high performance, supporting the team in individual scale and intellectual stimulation. However, some of the leadership behaviours such as 'identifying and articulating a leadership vision' has more importance among the other components in leadership transforming process as agreed by many researchers (Podsakoff et al., 1990). Nevertheless, more than half of the researches highlighted 'proposing a suitable model' and 'fostering the accepted group goals' as important elements for the leadership transformation process. In addition, fewer studies have highlighted the importance level of other three leadership behavioural elements by considering leadership-transforming process (Podsakoff et al., 1990).

According to the studies carried out under organisational behaviour, leadership with transformational approach enhances the employee outcomes of various firms (Dubinsky, Yammarino and Jolson, 1995). Leadership role with transformational style gives more focus to work closely with followers than a normal leader, where leaders' intervention to motivate the followers and identify potential workers who can contribute more to satisfy higher order needs is much essential. A leader may tends to transform organisations by four different ways (Samad, 2012; Bass and Avolio, 1994). The first method is idealised influence, where leaders behave as a role model for their employees with building trust and respect. Inspirational motivation is another method, where leaders tend to motivate and inspire the followers. A leader may practice intellectual stimulation, where to encourage the followers and enhance the creativity as well as innovativeness towards solving problems by reframing for better output. In addition, individualised consideration also emphasized as a method of treating different employees in individualised model to get the maximum output. Furthermore, participants for the various workshops conducted under multifarious organisational settings and cultures have described the characteristics of an ideal leader with similar to the behaviour of a transformational leadership (Ristow, Amos and Staude, 1999).

Organisations today operates in a competitive business setting, where organisations realize the importance of change initiatives. Managing the change also another concern of executives and it is a major responsibility of leaders (Kotter, 1990). Charismatic and transformational leadership as well as change-oriented leadership behaviours are analysed (Gil, Rico, Alcover and Barrasa, 2005; Yukl, 2002; Bass, 1990), where Ozsahin, Zehir, Acar and Sudak (2013) emphasized change oriented leadership behaviour has common capabilities of transformational and charismatic leadership behaviours. Similarly, change oriented leadership mainly focus on adapting to changing business environment, enhancing strategic decision making, flexibility in work environment and developing the innovativeness as well as implementing key changes to procedures, products and services by establishing high commitment for the change initiatives (Yukl, 2002).

Leaders with transformational approach enhances the creativity, persistence and sensitivity of followers to be more responsible as well as committed to achieve organisational goals (Samad, 2012). Similarly, leaders with visionary concepts encourage their followers to outperform aligning to the presented visionary concepts. However, organic leadership that based on teamwork without formalised model between leaders and followers, work closely without considering each individual's power and authority levels (Rok, 2009). Further, Sumed (2012) emphasized that leadership with transformational approach has more value and importance for a successful behavioural leadership in achieving organisation performance.

2.7.2.1 Leadership and Organisational Performance

Academicians and practitioners have identified leadership as a repeated issue, where the topic is widely studied by researchers. Studies, which carried out under various organisational settings emphasized positive relationship between leadership and organisational performance despite significant influence on organisations and its individuals (Samad, 2012). Leadership behaviours may contribute to develop the outcomes of the followers and their satisfaction level as well as the perception on effective leadership (Bass, 1987). Wheelwright and Clark (1992), argues that organisations may face difficulty in proportionating internal resources and their capabilities, where dedication towards the organisation is a success factor to enhance the organisational capabilities and resources, which in turn increase the overall performance of the organisation. Supporting the same Hamel and Prahalad (1994) expressed that to achieve high performance in an organisation by creating organisational capability requires a strong leadership.

Leadership and vision of the company are key catalysts, which influence organisation performance and reaching the market place (Bass, 1985). According to research carried out by Samad (2012) for Malayasian logistic companies, leading and managing a work force with diverse capabilities and doing business with challenging environment are critical factors to achieve high organisational performance. Furthermore, his research has proved the proposed hypothesis on 'Transformation leadership has positive and significant influential relationship with organisation performance'. In par with same Rok (2009), suggested that leadership with transformational approach is a major component for the success of leadership behaviour, which influence the performance level of an organisation. Similarly, transformational leadership behaviour has a positive influence on the satisfaction and commitment level of followers as well as organisation performance (Goodwin, Wofford and Whittington, 2001).

Leadership with participative behaviour is much influential and productive for any organisation culture and business environment (Toor and Ofori, 2006). However, opposing the same Samad (2012) as well as Sim and Yap (1997) have argued that no leadership behaviour can stated as the best suit for some organisations as it is difficult to choose the best leadership behaviour for organisation performance. Therefore, it is a fact that leadership behaviour influence on the organisational performance, which in turn helps to achieve the transformational goals of an organisation with better performance.

2.7.2.2 Leadership and Organisational Effectiveness

Organisational effectiveness is a complex and crucial management issue. Moreover, organisational effectiveness also considered as one of the critical organisational dependent variables (Ristow, Amos and Staude, 1999). Various authors from 1970's such as Cameron (1978) and Steers (1977) tried their level best to minimize the complexity of the effectiveness measurement. However, goals model explained the degree of effectiveness as compared to the achievement of a particular organisation's goal. Similarly, system resource model emphasized that ability of an organisation to exploit the environment in terms of relative or absolute model as organisational effectiveness, where process model stated that organisation effectiveness based on the throughput of the process and effectiveness of their results comparing the inputs (Ristow, Amos and Staude, 1999).

Considering all definitions, multiple constituency model gave a different view to the organisational effectiveness, where individual and groups can provide their own definition to organisational effectiveness on what organisation is doing (Ristow, Amos and Staude, 1999).

The research conducted by Ristow, Amos and Staude (1999) for South African cricket administration emphasized that transformational leadership approach has a relationship with organisation effectiveness. Further highlighted, leaders behave with inspiration; idealised attributes, idealised behaviour and individualised consideration have a positive relationship with organisation effectiveness. The findings of Ristow, Amos and Staude (1999) in par with earlier studies conducted by various researchers Yammarino and Bass (1990), Selzer and Bass (1990), Avolio, Waldman and Einstein (1988) and Hater and Bass (1988). However, the same findings are not aligning with a similar study carried out for Dutch National Sports Organisation by Pruijn and Boucher (1994), which they argued the difficulty of agreeing to universal theory of transformational leadership emphasized by Bass (1990). Considering as a whole many research authors have agreed for the relationship between organisational leadership behaviour and organisational effectiveness (Ristow, Amos and Staude, 1999), where it may support for the organisational efficiency and performance for achieving ultimate goals.

2.7.3   Organisational Resources

Organisation change tends to transform an organisation depending on its expected outcomes and continuous change as a turbulent system (Korunka, Ulferts and Kubicek, 2009). According to Conservation of Resource theory, change initiatives in an organization may have a risk factor of handling human resources (Hobfoll and Shirom, 2001; Dent and Goldberg, 1999). Similarly, Heuvel, Demerouti, Bakker and Schaufeli (2013) expressed that change initiatives may have challenge in handling other resources such as infrastructure, training and development and investment with a change approach.

2.7.3.1 Handling Human Resources

Employee adaptability to change process is much important during a change initiative and organization change may carry a risk factor on individual employee health and well-being (Heuvel, et. al, 2013; Armenakis and Harris, 2009). Adaptability of employees are expressed as the quality of accepting the change and ability to balance the transition work during a change period as well as managing individual well-being of employees. More adaptable and resourceful employees with knowledge, technology handling, socially moved and motivation may lead to energize the change plan. Capable employees may react differently according to various work environments and their resource gaining power may vary as per the behavioural change with work environment (Hobfoll and Shirom, 2001).

Supporting the same Bakker (2011) and Salanova, Schaufeli, Xanthopoulou, and Bakker (2010) expressed that employee resourcefulness such as knowledge, know-how, handling technology and managing different work environments as well as situations may also lead to other valued outcomes such as employee commitment, engagement for work and well-being. In par with same McConnell (2016) highlighted that firms seeking for change through transformation process should have senior executives to understand the importance of people's behaviour towards a transformation initiative. Until the employees embrace the change, business may struggle and employees mind set as well as resourcefulness are much important to align other factors. Employees in a firm need to be committed for transformational programs (Kearney, 2015). The transformation program itself should empower organisational staff for decision-making and its accountability. However, human transformation philosophy emphasized that there is a natural change barrier in human mind-sets, where it may give rise to create a negative intention towards change or not to transform the mind-set first to accept the change initiatives (Saxena, 2016). Therefore, considering the literature and past studies Kotter and Cohen (2002) has expressed human resource as decisive factor for change program's success or failure.

As per the research carried out by Mosadeghrad and Ansarian (2014), issues related to human resources are one of the frequently mentioned reason for the failures of managing change. The same study highlighted that staff shortage, inadequate methods of managing human resources and employee resistance to change are barriers to the success of change programs, which in turn may result in less employee interest, less commitment, involvement and participation for change as well as less motivation and satisfaction. Furthermore, change implementation in an organisation may lead to employee work pressure with new responsibilities and new organisational relationships that give rise to employee demands (Walston, Burton and Kimberley, 2000). Similarly, Soltani, Van de Meer and Williams (2005) as well as Snape, Wilkinson, Marchington and Redman (1995) expressed that human resource as a system should be aligned with change initiatives, where human resources should be developed by creating positive attitude, motivation as well as competencies. In addition, Ahire and Golhar (1996) has revealed, managing human resources is a decisive factor towards implementing quality management through human empowerment for quality decision making, creating background for employee participation and proper training program for developing technical as well as managing skills of individual employees. Therefore, highly motivated and satisfied employees may develop their mind-sets to support organisation change programs to transform for better results (Wanberg, 2000).

However, in negative point of view lack of motivation has revealed as a reason to change program failures (Pun and Jaggernath-Furlonge, 2012; Mosadeghrad, 2005). Supporting to the main argument Mosadeghrad, Ferlie and Rosenberg (2008) as well as Wu and Norman (2006) emphasized that employee motivation and satisfaction has a positive relationship for creating employee commitment that gives rise to successful organisation transformational change.

2.7.3.2 Training and Development

The implementation of organisational transformation programs gives rise to redefining employee responsibility, relationships and specific roles of different teams and individuals (Love, Huang, Edwards and Irani, 2004; Beer, Eisenstat and Spector, 1990). The redefining approach in transformation programs addresses informally by focusing on training, procedures, team building as well as coaching in individual and team level (Beer et. al, 1990). Similarly, learning organisation is important for the success of organisational transformation programs, where such learning process need to be designed to attract every individual in the organisation (Senge, 1990).

Past studies have emphasized the value of organisational training and development to understand the objectives of organisational transformation and change programs as well as the behavioural skills and required new knowledge to achieve the targets (Gebhardt, et al., 2006; Alvesson, and Willmott, 2002). Training and development to support transformational programs includes new technology, behavioural models, processes and procedures, innovative thinking and routines aligning with the change vision. Furthermore, training and development should focus in a way to adapt the individual employees and groups for change initiatives (Whelan-Berry & Alexander, 2005).

According to the case study carried out by Rosen (2014), some managers preferred training on change management before the change implementation, where some of them disagreed for the same. However, some managers who underwent training related to change initiatives before the implementation stage highly appreciated on the change topics as it may help them to handle certain situations during the implementation stage. Although, all most all managers agreed for the training support given by various site visits and lectures on specific tools, best practices and common reactions to learn and prepare for change processes proactively. Similarly, Davenport and Prusak (2000) emphasized four knowledge management pillars i.e. create a knowledge repository, enhance the access to knowledge, improve knowledge developing environment and manage the knowledge as an organizational asset.

In addition, McKenzie (2017) emphasized that tailored training is much more suitable for today's competitive business environment, where technology, management, data analytics, decision-making and enhancing business strategies according to the market demand are essential skill sets which need to build among the middle management and all employees. However, such skill set requirement rate may change from organization-to-organization (Davenport and Prusak, 2000). As an example, high tech organizations, Information Technology based organisations may need more technology driven training and designing skills with go to market strategy. Therefore, training and development need to be planned according to the organizational requirement aligning with designed transformational change program for the particular organisation.

2.7.3.3 Managing Organisation Infrastructure and Investment

Resource management is essential, while organisations are focusing on target driven environment defined in transformational change implementation. Organisation management should able to manage creative work in target area, while fulfilling specific infrastructure and background required (Amabile and Pratt, 2016). Full attention is required in rearranging infrastructure and placing different individuals as well as teams accordingly to get the maximum output (Lawson, 2001). As an example, organisations implementing cultural transformation, technology driven transformation and structural change may require high attention on infrastructure development to change the employee mind-sets. Furthermore, organisations often neglect on handling infrastructure and cost involve in the change program as well as required financial investment, while targeting to implement the designed solutions effectively at the given time period (Wang, Choi, Wan and Dong, 2013).

Different team values, processes as well as interactions help to get an idea on group creativity, which carries more ideas than the sum of individual creative ideas (Hargadon and Bechky, 2006). This in turn reveals that organisation management should give more preference to encourage group creativity (Taggar, 2002). In order to encourage group creativity, infrastructure development and investment in building group creativeness may require and it gives rise to support for the achievement of organisational change objectives.

However, investments during the transformational change may also contains a risk, because transformational success may not only depend on the amount of investment and such investment at the initial stage is not for short term success, where it gives rise to a successful change in the long run with sustainability (Tonder, 2004). Therefore, organisation infrastructure and investment model need management attention for change success.

2.7.4 Organisational Structure

Organisation structure is the supporting way of implementing tasks and subtasks defined in organisation strategy. Similarly, organisation structure is much important in delivering the change vision, where organisation structure is the base in driving organisation processes, procedures and communication level (Elhilali, 2013). However, according to Kotter's eight-step process for leading change shows how organisation structure may influence as a barrier, under its fifth step of enabling actions by removing barriers (Elhilali, 2013; Kotter, 1995). In addition, Elhilali (2013) emphasized that when companies want to be more customer focus they claim how existing organisation's structure affects the responsibility level and resources for delivering product and services. When companies want to create more local responsiveness, it may identify how existing management layers support for the same. Similarly, when companies want to increase the productivity by reducing the cost, it may notice that how huge staff and costly processes may influence for the same. Moreover, the same may repeat with endless multifarious change initiatives. However, not analysing the loopholes of existing organisation structure or not identifying the existing structure is a barrier to new change initiatives, where such existing organisation structures have served companies well for many years (Richards, 1973).

According to Al-Khalifa and Aspinwall (2000), many studies have shown poor fit of organisation structural setting result in change program failures. Supporting the same, statistics have shown that 70 percent of constant change programs fail during implementation (Senturia, Flees & Maceda, 2008; Keller and Aiken, 2009). However, with a different view Bolman & Deal (2005) argues that organisation change management failures occurs due to more focus given to organisational structure by ignoring human aspects of feelings, commitment and motivation, which implies that changing organisation structure and system should also align with clear plan of action.

Restructuring the organisation is one way to address the change vision, but there is no exact way to arrange the organisation structure aligning to environment change and strategies (Kazmi, 2002). As per the literature, life cycle theory emphasized that structural transformation give rise to enhance organisational growth (Hannan & Freeman, 1984). However, change initiatives occurs due to intended plans, where change initiatives take place as a response to organization structure, mission, system as well as strategy (Burke and Litwin, 1992). Organisations contain ideas and plans to restructure organisation through reorganizing, delayering, implementing flatten structure, reengineering etc.

Reengineering and reorganising are methods of rethinking and redesigning the organisational relevant processes and structure aligning to new change directions, where delayering is another approach of fine tuning the communication and control mechanism of the organisation from top to bottom (Hammer and Champy, 1993). In a different view Fuente and Ros-McDonnell (2014), emphasized that emerging concept of virtual organisation creates a work force more responsive to the changing organisational structure, where such concept mostly use information technology to link individual business units, customers, suppliers and other independent firms engaged with the business. Further, they explained that large resources are supporting without a physical organisational setup in virtual organisation concept, where in today's business world information technology has further improved the virtual organisation concept (Fuente and Ros-McDonnell, 2014). In addition, flattened organisation structure permits to decentralize the management, where authority for decision-making may assign to the possible lowest level of the organisation (Roebuck and Britt, 2002). Furthermore, flattened structure as well as virtual office concepts permits companies to make the operational background more flexible and adaptive to change as well as to be economically competitive.

Organisation effort need to spread within the sub-business units in a favourable and logical manner during a change initiative (Goleman, Boyatzis and McKee, 2002). Otherwise, it may negatively influence to create resistance to change programme. Organisations managements develop formalized structure to identify the roles of individuals, business units and sub-units effectively and govern the same in a systematic model, where in a formalized organisation structure contains strict processes and procedures that may suppress new thinking and innovation (Scott, 2003). Therefore, it is questionable whether such rigid rules may support new thinking patterns within organisations to survive in this competitive business environment or not?

Top leaders must demonstrate the exact vision that need focus through change initiatives by ensuring the structure of the organisation, systems, job design, expected performance and roles among specific business units aligning with the vision (Goleman et al., 2002). Success of organisation change implementation depends upon organisation structure's bureaucratic, mechanistic and authoritative level. Similarly, change implementation success have more effectiveness with less centralized and formalized organisation structure, where it supports for transformation programs (Tata and Prasad, 1998). However, poor fit of an organisation structure represents loopholes in allocating responsibilities and authority levels. The same may give rise to internal issues, while implementing transformational change initiatives.

2.7.5   Organisational Systems

Organisational change initiatives create a challenge within the organisation for the work conducted normally inside the organisation (Vakola and Nikolaou, 2005). Organisations open the doors to change its systems through change initiatives as an intentionally generated response to business environment (Scott, 2003). However, changing systems of a firm over a change initiative can be an evolutionary or revolutionary model, where the existing systems can change gradually with development aligning to the firm's strategy defined with change initiative or a complete change mechanism to the firms existing systems to achieve the business goals (Stets and Burke, 2000).

Many firms are motivated to initiate change programs to give an excitement or change the existing traditional operational system and to enhance the processes as well as procedures to ensure customer demands and satisfaction at a competitive price (Teixeira, Lopes and Sousa, 2015; Wanjau, Gakure, Peterson & Kahiri, 2013). Such actions based on changing systems have given rise to make a change in decision making processes and assumptions of organizational management, which in turn helps to grab the business opportunities and increasing customer value proposition (Webb, Ireland, Hitt, Kistruck and Tihanyi, 2011).

2.7.5.1 Developing Processes and Procedures

Organisational work processes and procedures are significant to the work place and it is a key focus area to change an organisation through transformational approach (Nzewi, 2019; Mosadeghrad and Ansarian, 2014). According to Labusch, et al. (2012) organisational processes and platform standardization also known as a key deliverable of a transformation program. In another view, creating or developing processes may influence employees towards adapting to change programs and plays a key role in service efficiency (Weber and Manning, 2001). Processes and procedures in an organisation are largely fragmented due to its different study angles in different industries (Nzewi, 2019). However, in the current business environment, organisational procedures manifest from simple written models to complex models using information and communication technology applications (Campbell, Sittig, Ash, Guappone, Dykstra, 2006). Some organisations provide the freedom for workers to design their own working model, but in some stage if the outcomes are not aligned as per the company expectation, they strongly argue the management role and take the steps to specify and improve work processes and procedures (Nzewi, 2019). The same in turn creates the importance of standardizing the processes and procedures when the organisations grow with their business.

Change plan should align to develop processes by considering desired change goals of the organisation, analysing the existing systems, identifying the current and future activities during the transition and managing the transition activities with strategy development (Beckhard, 1969). However, past studies also expressed that failure to attend the processes during a change initiative may create a behavioural gap, which in turn negatively influence on the change outcomes (Sheeran, 2002).

In competitive business arena, technology also involves in developing and simplifying processes as well as procedures or changing systems as a whole (Burton and Thakur, 2002). Information systems is a key area in most service based and technology based organisations, where most organisations today have adapted with high consumption of using customer relationship management systems, enterprise resource planning systems, supply chain management systems, point of sale systems etc. (Harison and Boonstra, 2009). According to the research conducted by Kearney (2015), telco operators have given more preference in simplifying processes and modularizing the existing solutions that may create a background for easy deployment. Such operators have taken actions to leverage their capabilities to increase the existing resources and invested in new online systems i.e. digital signature, business process management, self-services etc.

Analysing and practicing work procedures should provide a considerable effort to ensure work efficiency. However, improving processes is a key requirement to achieve organisational goals through a transformation approach without blaming employees (Masadeghrad and Ansarian, 2014). Creating better standards in organisational procedures and monitoring such standard procedures may positively influence on change program success. Organisations use variety of techniques to design, control and improve organisational processes. Similarly, organisational processes should consider in achieving customer demands and functional requirements with proper definition and design. Furthermore, organisation operational processes need full of attention in standardizing to ensure the reliability of operational outcomes. The standardisation helps the employees to maintain a proper focus and continuous improvement on processes, which is a priority as a part of all employees and all operational activities.

Therefore, organisation processes and procedures have a positive influence towards improving organisation work efficiency to deliver better customer experience, which in turn emphasize that organisation processes play an important role during a transformation period. However, it is necessary to investigate further on how organisation processes and procedures involve in technology-based organisations during change initiatives.

2.7.5.2 Developing Organisation Communication

Organisation communication is an important element, when it comes to the transformational implementation plan (Gatignonis, 2018). Improving employee commitment is not an easy task during a change programme; where under communication and inconsistency are rampant (Elhilali, 2013). Furthermore, Kotter's methodology of change leadership highlighted that most organisations under communicate their transformational approach and its direction. Most of the time one memo or several speeches by the top management on transformational change may not appealing and it is necessary for all executives to rethink on effective communication channel and to make living communication to deliver transformation information.

Organisation change combines to deliver new innovative ideas, where the entire processes, procedures and employees who drives the change need adaptation to defined change (Rogers, 2003). As per the study carried out by Rogers (2003), new thinking may take place during a change approach when adopters increase, where employees adaptation to change initiatives take place with proper information flow through effective communication. Therefore, communication methods and styles provide a link to enhance the change adoption. Supporting the same, past studies have shown results that communication strategies and methods of managers may influence the success of change initiative implementation (Frahm, and Brown, 2007). In par with the same Tichy and Ulrich (1984) highlighted that communication is not only for internal processes, it should be open to all employees, suppliers as well as customers with proper information flow. Similarly, organisation communication plays a pivotal role in developing the relationships among individuals, divisions and business units while sending the need for change vision message to all (Whelan-Berry, Gordon and Hinings 2003; Meyer and Herscovitch, 2001) and further develop employees understanding on the commitment required to change implementation success (Pollitt, 2004; Kotter and Cohen, 2002).

Organisational leaders are recommended to use language carefully by communicating with subordinates to reflect organisational identity and change vision (Butcher and Atkinson, 2001), where the change vision should be communicated to enlighten and influence the employees on importance of change programmes by addressing the change resistance (Koehler and Pankowski, 1997). However, Goodman and Truss (2004), in his study highlighted 73% of employees are not happy on management approach of handling employee concerns that lack in communication plan of a change process, where lack of communication impact on the trust between employees and management (Slack and Singh, 2014).

The communication can continue in different modes such as face-to-face communication, internet and email, where time aspect as well as variety of communication channels are much important (Rosen, 2014). However, in the modern world organisations have digital media such as mobile apps, project management tools, virtual office concepts etc. to communicate among teams, divisions and different business units to expedite the communication. Similarly, communication channels and information content included in change communication are key areas, which need management attention (Rosen, 2014).

According to previous studies, organisational change communication has a positive relationship with change readiness by minimizing the uncertainties and resistance to change, which in turn emphasize that communication plan in a change initiative, is much important to drive a change program. Furthermore, communication system is a supportive factor to design the organisational systems by gathering all employees' ideas and new thinking for the success of change program (Slack and Singh, 2014).

2.7.6 Organisational Innovation

Introducing improved ways of doing things (West, Borrill, Dawson, Brodbeck, Shapiro and Haward, 2003) and contributing to new thinking is focused through the concept of organisation innovation (Bucciarelli, 2015; Porter and Ketels, 2003). Innovation in an organisation can define in terms of product, process, position and paradigm (Tidd and Bessant, 2009). Strategic direction in an organisation bind with innovation imply technical, cultural, functional, resources as well as external dynamics such as customer experience, customer demand etc. Similarly, innovation does not involve only with a single area of managing organisation (Goffin and Mitchell, 2010).

Innovations imply change at certain level, but it is not applicable for other way around. As change may take place because of many factors, but should not imply innovation in an organisation. The creativity is a key contributor to organisation innovation, where line managers encourage the staff to excel their creativity to generate values by ensuring the resources and the freedom of their staff members (Amabile, 1997). Similarly, Bucciarelli (2015) and Amabile (1997) emphasized that creativity of an individual is a blend of expert knowledge, creative skills as well as inner motivation to achieve specific goals. To support for organisational innovation and creativeness, proper tools as well as resources need to be in order. Assigning challenging tasks to relevant business units and motivating teams as well as individuals through middle or line managers are required in improving organisational innovation and creativeness.

Innovation and change have strong cause-effect relationship. Considering the change results, organisation change can lead to adaptation, reconstruction, evolution and revolution, where change is an outcome effect of organisation innovation that needs to plan at the initial stage (Bucciarelli, 2015). In another view, Trott (1998) emphasized that processes focus as benchmarking activity in early stages of change initiative, where innovation is considered as another process. Further, he explained that innovation might be a fundamental benchmarking for organisational transformation initiatives.

The transformation success fundamentally depends on quality, where the quality may improve in three ways such as products or service design innovation, process with innovation and improving the existing processes (Deming, 1993). The only way of enduring competitive edge depending on the background with proper learning and innovative ideas, which produce the next technology (Gapp and Fisher, 2008). Supporting the same, past literature acknowledged, innovation occurs within the organisation because of technology push as well as demand-pull (Bigdeli and Baines, 2017; Howells, 1997). Furthermore, Bigdeli and Baines (2017) recognized five factors which influence the organisational innovativeness i.e. market pull, technology push, organisational maturity and readiness, eco system structure and organisation positioning as well as organisational commitment and capabilities.

According to diffusion theory, innovation highlights an academic construct for the organisations, which tends towards introducing change programs (Rogers, 2003). Adopting to new thinking and managing the same is not an easy task, even though change programs creates new organisational background. During change initiatives, innovations are first accepted by early adopters, but majority of the organisations tends to follow, when innovation become common. The same diffusion theory based on communication, as innovative ideas should spread throughout the organisation under different communication models. The theory has not considered on how the innovative ideas may further influence when adopters increase with the innovation culture, but it shows a relationship between organisation communication and adoption for change (Rogers, 2003). As a rational view, organisations develop formal structures to help in identifying roles and governing, but formal structures, rigid rules as well as processes and procedures may intend to conformity and innovation suppress (Scott, 2003). However, it is much preferable in reducing such resistance in order to open the path for radical change (Haveman, Russo and Meyer, 2001). Furthermore, Randall and Coakley (2006) demonstrated that success rate of change initiatives also depends on decision makers view of creating leadership as a process by taking innovative ideas from all stakeholders.

Organisation agility aligns an organisation to be more flexible in searching new ways to redesign and reinvent their organisation through adopting to learning process. Innovation ecosystem enables an organisation to work openly for innovativeness, thinking beyond the organisational boundaries. Such ecosystems tie with organisational resources, capabilities as well as business network strengths of a firm, which provides a background to work closely with customers, suppliers and partners or alliances (Brock and Wangenheim, 2019).

2.7.6.1 Technology usage

Usage of technology and information systems are highlighted as prerequisites of managing organisation transformation towards success (Labusch, et al., 2012). Past studies found that transformational leaders give motivation that is more favourable for different work groups engage in technological innovations (Farrell, 2000; Howell and Higgins, 1990). Early adopters for innovation and change should accept new technology based innovation to drive innovativeness towards success. The early adopters who accept the technology based innovation expect to exploit new technology in order to achieve competitive advantage over the competitors. Further, they take actions to focus on superior solutions together with suppliers by using technology to redefine the organisational products and services. (Slater and Narver, 1998; Moore, 1990). Nevertheless, information from the market is much important than any other information to technology-based organisations, where they use such information to innovate commercial products as well as services by using technology (Leonard-Barton, 1995). Further, it is necessary to focus on advanced technology to design new sophisticated customers demanding for new concepts, where it will push the boundaries of current products to the next level. In par with the same Morone (1993) emphasized that R&D efforts of successful organisations such as Motorola, Intel, Corning, General Electric and Hewlett-Packard have given rise to new technological capabilities through innovation, which shaped the organisations to understand latent market needs. Therefore, organisation innovation and technology usage have a relationship towards organisation success. As an example, Artificial Intelligence (AI) has become a new trend in today's business world and considered as another technology, which even carries more business opportunities rather than just a technology (Brock and Wangenheim, 2019). AI carries innovative solutions to the competitive business environment and enables a firm to solve complex business issues in organisational processes, customer experience and end-to-end tracking etc. and this trend has become a part of digitalization, where digitalization is a key driver for telecom operators to create the competitive edge.

2.7.6.2 Operational Innovation

Implementation work as per a new style or invention of new ideas or operationalization of innovations considered as another focus area (Hammer, 2004). Operational innovation is not same as operational improvement or operational excellence, where operational improvement or operational excellence is a mode of fine-tuning the existing way of doing work to reduce cost, errors as well as process delays without changing any fundamentals. Description of operational innovation expressed as entirely new ways of doing various existing processes such as product development, customer engagement, facilitating orders etc. or any other activities, which organisation performs for the business operation. As an example, top companies such as Wal-Mart, Dell and Toyota have underwent multifarious operational innovation activities to enhance their operations that even result in achieving success stories in the competitive business world. However, at the same time Hammer (2004) emphasized that not more than 10% of the large organisations have achieved success through operational innovation due to low support from their own organisational culture and leadership.

2.7.6.3 Innovations for Catering Customer Demand

Customer demands are much more concerned in today's competitive business environment, where certain organisations take customer-led business approach by giving more focus on understanding customer desires in organisation business domain and develop products as well as services in an innovative and creative way to satisfy such desires (Slater and Narver, 1998). The key troublesome aspect of catering to customer desires call 'tyranny of the market served', where the organisational managers look the market place and opportunities only through the existing consumers mind-set (Hamel and Prahalad, 1994). In par with the same, current consumers' view substantially constrain the ability of an organisation to innovate, because such innovation may threaten the existing customers' way of continuing their own business, where they reluctant to change their comfort zone (Christensen and Bower, 1996). However, in a different view point market oriented business focus is much appropriate than customer–led business focus for competitive business environment, which gives broader view on setting new trends as well as delivering products and services as per the customer demands (Senge, 1990). Supporting the same in early 1970's Peter Ducker suggested that marketing and innovation are two essential activities, which requires for a business to achieve long term success, but success may not achieve without the other (Drucker, 1974). Similarly, continuous market learning is essential in delivering innovative products and services to the market in achieving successful business.

2.7.6.4 Innovation and Organisational Performance

Organisations moving towards learning orientation may facilitate to continue innovations (Baker and Sinkula, 1999). Demanding consumer market and rapidly changing diverse technological background plays a major role towards shaping current global competition and innovation (Wheelwright and Clark, 1992). Past literature highlights that competitive advantage is a gained output from organisation performance level that supports by many resources, where innovation capability of a firm is one of the resources (Hooley, Broderick and Moller, 1998). It shows that organisational innovativeness is a key contributor to the performance enhancement of an organisation. Supporting the same Barney (1991) emphasized that innovative power of a firm carries new values, which are difficult to imitate. Furthermore, innovative power of a firm leads to enrich strategic resources to achieve ultimate goal of a transformation (Cho and Pucik, 2005).

However, previous studies show mix results for the relationship of innovative power and the performance of an organisation. As per the literature, relationship between organisational innovation and performance depends upon few arguments (Samad, 2012) i.e. 1). Interpretation of innovation - how the organisation line managers frame innovation as an opportunity and willingness in adopting towards risk (Dutton and Jackson, 1987). 2). Future organisation slack may generate through the performance of the organisation that gives rise to think of new alternatives (Daniel, Lohrke, Foraciari and Turner, 2004). 3). Insufficient resources, cognitive capacity and low motivation may affect the organisational low performance (Staw, Sandelands and Dutton, 1981). In addition, Samad (2012) expressed that there are many categories of innovation linking to products, administration, architecture, processes and radical innovation etc. In his study on the 'Influence of innovation and transformational leadership on organisational performance' found that innovation categories such as product, process and administration innovation are positively correlated with organisation performance, this in turn shows organisation innovation even has a relationship to enhance organisation performance and a contributing factor towards transforming an organisation. Chen, Tang, Jin, Xie and Li (2014) proved that corporate entrepreneurship is an important factor that has a positive relationship towards enhancing organisational product innovation performance. Supporting the same corporate entrepreneurial activities enhance the creativity of new business by producing innovative products to the market (Schmelter, Mauer, Börsch and Brettel, 2010), which in turn shows the importance of employees' entrepreneurial thinking for the next level organizational innovation.

2.8 Organisation Transformation for Market Orientation

Organisation transformation tends to take place in different scale compared to routine challenges or programs, where implementing a transformation program and achieving the results are much harder than transactional approach (Keller and Aiken, 2009). Considering organisation transformation programs, setting most suitable and focus aspirations and mobilizing energy as well as generating new ideas are challenging for the transformation success. A transformation itself creates an insight on why the change is required, what need to be changed, who should change and how to achieve change. However, leaders must play an important role in initiating discipline process for generating creative ideas, implementing and managing entire development of transformation process. (Isern and Pung, 2006). In a different viewpoint incremental improvement in business processes, procedures, marketing aspects or technology usage may not give enough effectiveness to competitive business environment, because it may not serve the organisational situations and it is necessary to have periodic performance transformation to stay on top (Keller and Aiken, 2007). Further, they explained organisations have undergone organisational transformation due to various reasons. Similarly, major research efforts carried for organisational transformations highlights the difficulty in finding one single method to achieve success. Hence, organisational transformation approaches may contain unique features as per the organisational requirement (Keller and Aiken, 2009). According to Bucy et al. (2016), disruptive forces may change the business environment and change the way organisations operate, where regulatory changes, new entrants, new trends, technology innovations, pressure of investors and government are some of the disruptive forces. Hence, why organisations give preference for transformational efforts? Is not surprising. Organisations tend to focus on transformation initiatives as a response to external business environment or market pressure or to move the organisation to the next level by enhancing organisational effectiveness with new thinking.

Similarly, Organisation transformation known as a challenging task and emphasized as the second order change plan, which is qualitative, multi-dimensional, discontinuous and radical organisational change that involve with a paradigm shift to handle current difficulties by implementing the required change (Tonder, 2004; Barturek and Louis, 1988). However, organisation transformation contains specific objectives to achieve throughout the program, but transformation as a collaborative strategy address mostly in market-oriented manner, and more precise on the gap between the market and organisation values as well as method of achieving the market requirement (Gebhardt, et al., 2006).

The concept of market orientation is extended throughout the organisation as a normative behaviour to identify the market and customer needs as well as to cater them by creating novelty (Sadeghzadeh and Partovi, 2016). Market oriented behaviour is engaged with continuous development and it gives rise to prepare the organisation to confront new circumstances in the business environment by obtaining required information (Slater and Olson, 2001).

Organisations should generate a mechanism in maximizing the learning capability to capture knowledge, support creative ideas, building market responsiveness for empowering continuous transformation (Love et al., 2004; Watkins and Golembiewski, 1995). Changing the organisation behaviour to adopt for a learning culture is also a transformation imitative, where it promotes new skills as well as competencies towards organisational entrepreneurship (Liu, Luo and Shi, 2002). Earlier organisations focus on developing products and creating a brand to go to market. However, in the competitive business environment, studying the market with understanding and building the products as well as services according to the market need has become a key requirement to achieve competitive advantage, where it is necessary to develop supportive organisational behaviour (Tajudin, Musa and Musa, 2012). Organisations cannot be market oriented over a night or cannot be achieved through isolated decisions of management. Organisations achieving market oriented behaviour is a process, where organisational leadership, line managers and employees have a responsible role to play (Gatignonis, 2018). The same process implies a development in organisational norms into a new behaviour, where it also highlights as a deep transformation process that need considerable amount of time and effort to be successful. Furthermore, Gatignonis (2018) emphasized completion of organisation transformation towards setting the background to be market oriented may not achieve the success throughout. It is necessary for organisational managers to enhance the market-oriented behaviour to maximize the opportunity to success. Therefore, market oriented transformation should maintain overtime to achieve success as maintaining a new build structure (Rothwell, Stavros and Sullivan, 2016). According to the research conducted by Kearney (2015), over 60% telecommunication companies have undergone two or three transformation programs within past three years. Furthermore, findings of the study highlight that new transformation programs may starts automatically as a result of previous transformation programs or to address the new issues occurred in the organisation. Therefore, this provides a background to rethink whether organisation transformation or several organisation transformation programs influence to create market oriented behaviour.

2.9 Market Orientation Overview

The concept of market orientation approves the necessity of organisations moving closer towards customers (Narver, Slater and Tietje 1998). The market orientation also known as a philosophy of business, which acts as the foundation to analyse and meet customer demands as well as to integrate and implement the marketing concepts in a firm (Aziz & Omar, 2013). Generally, accepted role of marketing effectiveness is to accelerate the economic growth and competitiveness, but it remains as a neglected area in most companies operate in developing countries. Market orientation as a strategy takes a longer period to practice that creates a powerful competitive advantage, where it is considered as an invisible asset for organisations and that is not easy to imitate. According to Greenley (1995), market orientation is a concept that acts as a cornerstone of both marketing and strategic management. The external orientation towards marketing of a firm can be expressed as market driven or market orientation. The concept of market orientation is also highlighted as an empirically proved method of enhancing the business performance of an organization.

2.9.1 Why Market Orientation?

Market orientation highlights the organisations' capability of acting swiftly in response to market demand (Adis and Jubilee, 2010). It can be emphasized as a form of organisation culture, which creates employee mind set to be highly committed to drive the organisation continuously to achieve superior customer value or to achieve higher organisation performance through conducting continuous marketing activities.

Most of the past studies have proved that high market-oriented firms perform better in financial and non-financial terms of business than the firms with less market oriented. Such companies with high market orientated behaviour focus on developing their products and services according to the customer needs as well as the expectations, while other companies give more preference towards product-oriented approach, where they focus on marketing model after developing products and services that may hopefully sold (Gronroos, 2006). Moreover, firms with high value of market-oriented behaviour creates shared values and beliefs within the organisation to achieve customer focus business by keeping the customer at first, which in turn will result to increase profits, decrease costs and to own a defendable competitive advantage (Deshpande and Farley, 1998).

As a result, an organisation that practices high degree of market orientated strategies enables the customers to experience excellent quality products and services by utilizing the skills of their employees and make customers to feel the value for money (Gunarathne, 2015).

Supporting the same Gray (1998) emphasized that companies with high degree of market orientation have greater number of satisfied and loyal customers as well as employees to lead such companies towards success.

The market-oriented concept drives the organisations to focus on generating business intelligence through coordinated action, disseminate and enhance the firms' responsiveness to the market information, which in turn result for effective and efficient decision-making (Kohli and Jaworski, 1990). Market orientation as a concept will lead to strengthen internal capabilities, as it required in catering the market demand by considering internal issues including organisation culture, human resource planning, technology and innovation as well as organisation learning etc. (Baker and Sinkula, 1999).

Market orientation has been widely accepted by scholars as it leads to generate new marketing concepts as a form of organisation culture or as a mix of customer orientation and competitor orientation (Greenley, 1995). Some other scholars have emphasized that active role of market oriented behaviour in developing new marketing solutions will lead to enhance the overall performance of an organisation, which in turn will give rise to increase customer satisfaction, customer loyalty, employee satisfaction and employee coordination as well as organisational innovativeness. Practicing market-orientated behaviour in an organisation will lead to enhance the team spirit, which will result in improving employee satisfaction and pride that support to produce highly committed employees towards the organisation. An organisation being market oriented will make its sales team expose to the outer world and support to identify the current position of the organisation, and it will give rise to understand the necessary tasks, which need to perform and align the organisation in achieving better competitive advantage (Dubinski, Howell, Ingram and Bellenger, 1986). Moreover, a well-established market oriented behaviour in an organisation will groom the entire workforce to be self-esteem and thereby, indirectly enhance the employee commitment.

Similarly, market information and managing such information is considered as a crucial role while focusing on innovation performance, where past empirical studies also provide evidence on positive influence of market information towards organisation innovation (Im, Hussain & Sengupta, 2008). A deeper understanding of current and future market information on market demand, technology, innovation etc. may lead firms to behave as market oriented. It will also provide the opportunity to identify the inadequacies of a firm and create the environment to rethink and invest on enhancing or reshaping competencies towards a strategic change. The consequence of market orientation can be seen throughout the tasks performed in an organisation (Narver and Slater, 1990).

Moreover, initiating market oriented behaviour act as a precursor to lead firms for innovativeness or to build the competency level of innovation.

According to Narver and Slater (1990), a firm being market oriented implies that the firm is ready to deliver products and services as per the customer demand and preference, which can be normally accomplished by two ways i.e. monitoring the on-going conditions of the market and organization adaptation with response.

Market orientation is considered as indeed learning process, which creates the foundation for organisations to learn from all related aspects of the business environment including customers as well as competitors by considering long term and short-term goals of the organisation (Kohli and Jaworski, 1990).

Generally, a firm seek to assess the customer needs continuously and detect the shifts in the marketplace by developing its own market orientation, and take prompt action to realign the marketing strategies as well as activities through a proper review. Nevertheless, market orientation as a philosophy or a technique has become more important for the corporate world and according to Farrelley and Quester (2003), researching on market orientation continues to be very prolific.

2.10   Different Views of Market Orientation

Since early 1950s, the term marketing has been popularized and heightened the academic awareness, where the interest of practitioners towards marketing theory and practice have increased (Hooley, Lynch & Shepherd, 1990). A significant amount of research has been conducted for marketing in philosophical basis as well as operationalization basis of marketing concepts towards business orientation.

In management philosophy, market orientation is considered as a central element, which has more weight on modern marketing concept. Market orientation is focused as a key action for the firms during 1990's, where it gives rise for the firms to implement customer orientation approach by introducing set of behaviours and organisational culture as a support (Grinstein, 2008). As a result, two perspectives have emerged on market orientation i.e. behavioural perspective and cultural perspective. Furthermore, market orientation is stated as a value-based strategic philosophy, which exhibits set of behaviours of a firm that helps to maintain closer relationship with their consumers (Baker and Sinkula, 2005). In addition, some of the academics/scholars emphasize that market orientation is a resource or a capacity of a firm to gain competitive advantage and sustain with the same (Aldas-Manzano, Kuster, & Vila, 2005).

Although, many scholars have expressed their views and theories related to market orientation, the theories developed by two scholars i.e. Kohli and Jaworski, (1990) and Naver and Slater (1990) have been considered as the foundation for market orientation related studies.

2.10.1 Kohli and Jaworski's View

During 1990s, Kohli and Jaworski published two papers to emphasize the concept of market orientation, where the first study expressed market orientation as a process of implementing marketing concept. According to Kohli and Jaworski (1990), a model for market orientation was built from the study carried out by interviewing 62 managers who serve for companies in United States of America as marketing as well as non-marketing roles. The model consists the importance of collecting market related data, disseminating the collected data across functional units of an organization and taking actions by focusing on the collected data or the intelligence generated. The same study emphasized its major finding as the profitability of a firm is a consequence of market-oriented behaviour, but the profitability of a firm is not a component of its market-oriented behaviour (Gunarathne, 2015; Kohli and Jaworski, 1990).

Figure 11: Kohli and Jaworski's Model on Market Orientation (Source: Kohli and Jaworski, 1990)

2.10.1.1   Intelligence Generation

Market intelligence enables to access important information related to new trends including socioeconomic and technology upgrades as well as current and future requirements of customers, strategic directions and capabilities of competitors, and other influencing parties such as supplier capabilities (Slater, et al., 2010). Customer intelligence can be generated through traditional approaches such as conducting customer surveys, analysing the feedbacks of the sales teams, customer advisory teams and focus customer group discussions.

However, these techniques may enable to identify the customer needs that they can easily express, but only such information is not able to generate a superior customer value. Most of the customers are not able to identify the capabilities of the new technology due to lack of knowledge on how the new technology can deliver their needs and different product capabilities to meet their requirements. Furthermore, customers may express their known needs to competitors as well, where the competitor also can access such information easily through traditional techniques.

Firms basically, acts on existing customer intelligence, where they practice response market orientation. The existing intelligence on customer needs may provide important fact to address customers' requirements with present technological capabilities. Some researchers argue that focusing only on existing customers and practicing responsive market orientation also leads to innovative ideas and lead to safe side of the business, but it may be a bland offering as needs and wants of customers may change over time. However, disruptive innovation ideas and radically different models may require addressing the changing customer needs. According to Slater, et al. (2010), customers who attract last to new technology and products are the most profitable customers, because customers who embrace first to radical innovation in order to experience new technologies and products are very little and firms always pay little attention to such market segment, as it is unattractive. Supporting the same Christensen and Bower (1996) highlighted that established customer interest level is low to experience new technologies and products, because they may require to cover their immediate needs and influence industry leaders to pay little attention in developing new technology. Moreover, it may open the doors for new entrants to gain the leadership in the market place.

However, firms that able to gather anticipatory customer intelligence, which carries latent and future customer needs, give rise for proactive market orientation. Such organisations are proactively pursuing new market opportunities that leads to create competitive advantage over the competitors. Latent customer needs are future needs of customers, which may not in the customer awareness level at present. Moreover, if a firm able to analyse latent needs of customers and able to fulfil such requirement may definitely excite the customers and enhance the customer loyalty. Accordingly, responsive market orientation encourage firms for incremental innovations and proactive market orientation that lead firms for radical innovations. Therefore, firms should focus on both responsive as well as proactive market orientation models (Slater, et al, 2010; Atuahene-Gima, Slater and Olson, 2005).

The same applies to telecommunication industry, which is a combination of complicated technology infrastructure that enables multifarious products and services to customers. Nevertheless, most customers may not have the proper idea on how the new telecommunication products and services help their requirements. Furthermore, telecommunication as a rapidly developing industry that provide basic and high-end communication products as well as services that change over time may focus on both responsive and proactive market orientation techniques to maintain competitive advantage.

In addition, Jaworski, Kohli and Sahay (2000), highlighted the extreme level of proactive market orientation as a market driving mechanism that creates the background for organisations to focus on redefining the market structure as well as introducing innovative value proposition, which enables organisations to find the path to avoid the market competition. However, market-driving model contains a risk as it leads organisations to rethink in a different pattern to support customer value proposition through unique business model (Slater, et al., 2010).

As an example, Apple Inc. introduced Newton message pad in 1993, which is a Personal Digital Assistant (PDA) with many facilities such as calendar notes, faxing, email and address book etc. It also contains a pen-based interface with trainable handwriting. Unfortunately, it was difficult to use compared to PalmPilot product and refused by the market in 1998.

Competitive intelligence is able to identify through online and off-line, where it enables to analyse competitor products and services, pricing models, Research and Development efforts, partnerships and alliances, customer lists, new product ideas and business areas as well as suppliers, distributors etc. However, activities related in generating both customer-oriented intelligence as well as competitor-oriented intelligence are important (Slater, et al., 2010). Customer oriented intelligence are more likely to focus on proactive method to strengthen the firms in gaining knowledge and skills which in turn result in producing breakthrough product innovation and processes. Conversely, competitor oriented intelligence is more likely to focus on responsive method to improve existing products and services, where it produces incremental innovations as a systematic procedure. The same implies that organisation moving forward to gain market intelligence in both customer intelligence as well as competitor intelligence need to put their effort in gathering relevant information in numerous ways, where the organisation should focus on allocating adequate financial and non-financial resources (Slater, et al. 2010).

2.10.1.2 Intelligence Dissemination

The real value of generated intelligence enhances through sharing information or intelligence dissemination, where an organisation is able to gain its knowledge based competitive advantage by strengthening its capability of sharing information within the organisation for cross-functional team activities. An organisation without boundaries may leads to effective knowledge management that helps to grab new ideas within the organisation as well as from outside the organisation and to use them when required (Brown and Duguid, 2000). The Lew Platt former CEO of Hewlett-Packard and other CEOs specifically knows that they can do a transformative change by tapping the skills and knowledge of their own staff. As an example, Eureka project at Xerox practiced a knowledge management exercise, where 15,000 technicians were able to search 50,000 tips about the system that is not in the manuals and it result in achieving stunning profit margin for Xerox business by reducing 10% labour as well as parts costs (Aspe, 2013). The same implies that knowledge management may save both time and money that leads to a paradigm shifting potential. However, most of the organisations work force knowledge is underutilized and isolated in individual business units (Brown and Duguid, 2000). Firms with market-oriented behaviour encourage its own workforce to share information across individuals, departments or individual business units. The newsletters, databases, meetings and conferences are formal methods of sharing information, while mentoring individuals and groups are informal method of sharing information. However, individuals or groups may have their own interests and goals, which does not align with organisational goals. Similarly, some individuals and groups are reluctant to share the information as they believe holding their knowledge may protect their status, and such dysfunctional beliefs may not allow firms for an effective intelligence dissemination (Slater, et al., 2010). Therefore, it is a challenge for any firm to create the organisational background to support for an effective intelligence dissemination.

2.10.1.3 Responsiveness

Organisations that operate in dynamic and complex business environment must focus on internal consensus to develop strategies and execute them successfully. Execution of decisions based on the intelligence information gathered and shared among the cross functional teams in a firm is much important to enhance organisational responsiveness to the market (Slater, et al., 2010). However, developing strategies and executing decisions with internal consensus is not an easy task, as volatile industries may benefit comparatively high degree of disagreements and viewpoints among the decision makers.

Different types of viewpoints may allow for critical analysis of information, market segments and competitive methods to achieve the firm's objectives. According to grove (1999), a debate among the decision makers cannot prevail all sides, but each opinion has a value in shaping most effective answers. The same highlighted that firms should look into shared interpretation of gathered information in order to tap the exact value of knowledge without doing it prematurely.

Market orientated firms that practice coordinated action in taking decisions and commitment is much important in executing successful market orientation. A firm is able to generate information and disseminate the same, but nothing can achieve without executing the decisions based on the knowledge gained, where Mark Hurd the former CEO of Hewlett Packard supported the same as "Vision without execution is hallucination" (Murray, 2007).

According to Kohli and Jaworski (1990), responsiveness of an organisation towards the market depends on how it use market intelligence in taking decisions. It should consider the development of products and services on different market segments according to the current and future customer needs for manufacturing or developing, distributing as well as promoting the products to reach expected level of customer loyalty and customer satisfaction.

2.10.2 Narver and Slater's View

Narver and Slater (1990) published their famous study on market orientation after seven months from Kohli and Jaworski (1990). The key objective of Narver and Slater (1990) was to find an opening for the components, which involve in building a market orientated business environment as well as to propose a meaningful definition for market orientation concept. Narver and Slater (1990) emphasized the market orientation as an organization culture and conducted a study by considering managers in larger corporations who heads 113 strategic business units.

The study Narver and Slater (1990) argued that firms with market-orientated behaviour should not only give priority to their customers, but also should equally consider competitor behaviour as an important factor. In addition, they gave prominence to another component called inter functional coordination, where it creates unison between all the functions of a firm and consider as a part of organisation culture. Therefore, market orientation consists of three behavioural components such as customer orientation, competitor orientation and inter functional coordination, which links to two decision criteria such as long-term focus and profitability.

Figure 12: Narver and Slater's Model on Market Orientation (Source: Narver and Slater, 1990)

2.10.2.1 Customer Orientation

The customer focus is the key aspect of market orientation. In order to create superior customer value, firms should be able to identify current and future value chain of customers. According to Slater and Narver (1995), value for customers can be created at any point in the value chain, where a firm can treat its customers more effectively in marketing perspective or more efficient in operational perspective. Moreover, customer orientation is defined as a unanimous decision taken as a result of organisational team effort to support its sales and services teams in order address customer needs and prioritize customer satisfaction. Therefore, strategic business decisions for developing customer orientation in an organisation should focus on delivering quality products to enhance customer satisfaction, prompt action and respectful method of handling customer complaints and quarries as well as sensitive method of dealing in community issues.

According to Kohli and Jaworski (1990), the term "A firm to be customer oriented" implies that particular organisation should actively focus on generating, disseminating and responding to market intelligence. Nevertheless, Deshpande, et al. (1993) emphasized that "A firm to be customer oriented" can describe as a culture, which develops in an organisation. It stresses that planning and execution need to be done by keeping customer at the centre point. Therefore, this culture should be enabled throughout the organisation to accustom the employees for this philosophy and to maintain consistent customer oriented business environment (Dobni, Ritchie, and Zerbe, 2000; Cronin and Brady 2001).

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However, a firm's ability of introducing low cost products and services swiftly to meet customer demand is a definite advantage for long-term success (Datar and Srinivasan, 1997). Supporting the same, a firm practise in introducing customer oriented products and services is a behavioural concept, where it also relates to the practises of firm's sales teams to influence customers purchase decisions by satisfying customer requirements or taking strategic path to cross sell or up sell products and services (Gunarathne, 2015).

In addition, Narver and Slater (1990) explained that customer orientation is the key pillar for a company to understand their target customers in every aspect to enhance customer services by consistently maintaining a superior value. Similarly, it makes marketers and sales teams to identify and understand the value chain of the customer. The past literature (Kohli and Jaworski, 1990; Deng and Dart, 1994) has given good attention to this dimension and their findings highlights that customer focus is a critical element for turning a company as market oriented. Customer orientation is considered as the foundation for organisation learning which in turn helps to enhance customer satisfaction and generate superior customer value attribution (Cronin and Brady, 2001; Sinkula, Banker and Noordewier, 1997; Slater and Narver, 1995). In other words, an organisation being customer oriented makes them to assimilate market intelligence and information to design and implement effective marketing strategies to achieve favourable outcomes from customer behaviour.

Theory and some empirical studies (Van Egeren and O'Connor, 1998; Jaworski and Kohli, 1993; Deshpande, et al., 1993; Narver and Slater, 1990) have supported for the relationship of customer orientation and firm's performance. Only very few studies (Day and Wensley, 1988; Walker and Ruekert, 1987) have given attention to find the relationship of customer orientation and customer perception, where it is not fully explored. A firm's level of customer orientation influence on firm's performance, which evaluated according to customers' viewpoint. It highly relates to service industries, where the real consequence of customer orientation can be revealed from customer's perception towards the firm's products and services. Similarly, customer orientation has a positive relationship with employees' performance and commitment for the organisation, quality of goods and services provided to consumers as well as the physical environment of the organisation, which in turn links to overall service quality evaluation from customer's perspective. Furthermore, perception of the overall service quality has positive influence towards customer satisfaction as well as to customers' value attribution, which ultimately result in improving behavioural outcomes of customers (Cronin and Brady, 2001).

Organisations being market oriented does not only address on understanding their customers, but also understand the needs of their customer's customers as well as their business and how such business can be developed in future (Gunarathne, 2015; Day and Winsley, 1988). The same align with the suggestion of Kohli and Jaworski (1990) to collect and assess current and future requirements of customers through market intelligence. This concept is very much important to service sector like telecommunication, as it is a rapidly changing industry that should focus customer demand with high level of market intelligence.

2.10.2.2 Competitor Orientation

Competitor orientation as a key function of market orientation expresses the importance for a seller or a company in understanding strengths, weaknesses, capabilities as well as strategies of existing competitors in the market and potential competitors that can influence the market in future (Narver and Slater, 1990). Though this is logical and not completely new, where Levitt (1960) has claimed that it is a must for the firms to do competitor analysis and look into thoughtful long time solutions which might full fill the needs and wants of existing and future consumers. However, competitor orientation is based on identifying competitor background, the technologies that competitors use and to find whether they also offer any alternatives as per the target customers' expectation (Gunarathne, 2015; slater and Narver, 1993). The key objective of competitor orientation is to create a foundation to build intelligence on existing as well as potential competitors and to use the same for high-level decision-making, where the competitor is an organisation that offers same products and services or close substitutes to same customer segments and requirements (Kotler, 2000; Porter, 1980).

The Sri Lankan telecommunication industry has more telecom service providers and overcrowded (NDB Securities, 2016), where more attention should be given to competitor orientation. Also with the development of technology, many substitute products and services are appearing in the market with open source platforms. Therefore, present and potential competitors to a firm can be found with similar or different technological platforms, Furthermore, competitor orientation gives rise to analyse the cost portion of competitor initiatives which lead for organisations to match similar products and services of competitors and to achieve cost advantage (Gunarathne, 2015).

In the corporate world, managers give more consideration towards planning the daily operations rather than planning long-term business objectives, where in the business environment short term benefits are given high priority than long-term results.

However, to achieve competitive advantage and sustainable growth, organisational leaders or managers should focus on most suitable and applicable marketing strategies (Gunarathne, 2015; Granger and Hanover, 2012). Competitor orientation is a tool to improve the competitive advantage of a firm by allowing benchmarking the products as well as services of competitors through learning, imitating and improving (Tong and Wong, 2011; Drew, 1997; Day and Wensley, 1988).

Among the empirical studies that shows widely divergent findings on the linkage between competitor orientation and organisation performance, Noble, Sinha and Kumar (2002) as well as Narver and Slater (1990) highlighted that competitor orientation positively influence on organisation performance. Opposing the same Harrison-Walker (2001), emphasized that there is no linkage between the two variables i.e. competitor orientation and organisation performance. In addition to that Armstrong and Green (2007) as well as Armstrong and Collopy (1996) has claimed a negative linkage between the two variables. Furthermore, as per Luo, Rindfleisch and Tse (2007), a curvilinear relationship between competitor orientation and organisation performance is highlighted. In par with a negative relationship between the two variables Armstrong and Green (1996) expressed a different view, where competitor orientation affects firm's profitability and suggested to enhance the own profitability of a firm without focusing on competitor oriented strategies.

However, competitor orientation can be described as a path to inform new trends, where firms should not only focus on products that suits to enhance customer satisfaction, but should share how well a firm can position its own products compared to competitor product offering (Hsieh, Tsai and Wang, 2008). Competitor oriented firms are more likely to focus on investing resources to improve the existing product portfolio and then to consider the incremental innovations (Slater, et al., 2010). In order to achieve a better competitor orientation, it is necessary that a firm gather short term as well as long-term strengths, weaknesses, strategic decision and absorption capabilities of competitors to analyse the competitors. Further, Slater et al. (2010) emphasized that such competitor information may include customer segments, R&D initiatives, information on partnerships, suppliers, distributors, alliances, career opportunities, new product plans, pricing strategies as well as new technologies used and top managers' capabilities etc.

The same can be used as key factors to find the cultural background and market oriented behaviour of competitors (Hsieh et. al., 2008). Moreover, such competitor information can be stored among the relevant teams of a firm to create competitor advantage and to lead the industry.

2.10.2.3 Inter functional Coordination

Inter functional coordination is addressed to integrate and collaborate different departments or functional business units in an organisation to enhance the information sharing and communication to achieve organisational goals (Narver and Slater, 1990). Similarly, inter functional coordination highlights the role of each department or division, branch, organisational business units and facilities, which need to clearly define and understand (Porter, 1985). In other words, it can be explained as utilizing resources of the organisation to create superior value for the target customer segment with coordinated action. With inter functional coordination all employees must recognize and understand each individuals' role from the strategy formation process in achieving sustainable competitive advantage. Hence, inter functional coordination can be described as a concept of communicating, information sharing as well as resource sharing by integrating and collaborating different functional units or business divisions (Gunarathne, 2015).

Inter functional coordination may give rise to prioritize the functional interests of different business units for the organisational betterment by accommodating various ideas and controlling conflicting perspectives as well as different mind sets of individuals. In par with the same inter functional coordination is considered as an important criteria of an organisational internal marketing (Gunarathne, 2015). Rafiq and Ahmed (1993), developed the argument to highlight the importance of increasing the cross functional coordination in an organisation which even spot to define the boundary for human resource management and internal marketing. Inter functional coordination is more important for the service sector industries, and the same applies for evolving industries like telecommunication which focus on more innovations and technology that is an essential service to the modern world. As the telecommunication sector provides multifarious services to the modern world, an organisation exists in the telecom sector have many functional departments, where the cross-functional coordination also has become necessity to reach the expected outcomes.

However, inter functional coordination is officially recognized as an important function of internal marketing with the comprehensive definition of Rafiq and Ahmed (1993). Accordingly inter functional coordination is proved as one important function out of five key internal marketing criteria derived through conceptual models and empirical studies (Rafiq and Ahmed, 1993). Furthermore, Narver and Slater (1990) expressed inter functional coordination as an integrating mechanism that leads to collaborate different functional units in an organisation towards enhancing information sharing as well as establishing better communication and to meet organisational goals.

Communicating information is a must for an organisation to be market oriented (Narver and Slater, 1990), where inter functional coordination support to accommodate different views and workarounds for conflicting thoughts as well as mental models to drive the organisation for better performance by keeping other functional interests aside.

A firm often have various strategies and perspectives as well as conflicting priorities, where inter functional coordination is a key element that balances the social environment of a firm and represents as the firm's internal social capital (Nakata and Sivakumar, 2001). Supporting the same, most practitioners as well as academics strongly believe the importance of synergy among the organisational members to integrate different functional units of a firm to create better and continuous value to customers, where it leads to establish market orientation concept successfully within the firm (Gunarathne, 2015; Harrison and Shaw, 2004; Rafiq and Ahmed, 1993).

2.10.3 Identifying Measurement Indicators from Key Market Orientation Models

Market orientation is a strategic approach that focus on identifying and understanding customer demands and desires to develop new products and services. The two models Kohli and Jaworski (1990) and Narver and Slater (1990) emphasized market orientation in two perspectives, where Kohli and Jaworski described market orientation as a process of implementing marketing concept and it focused on how to achieve market orientation. A measure of market orientation known as MARKOR constructed by Kohli, Jaworski and Kumar (1993), which has listed items under intelligence generation, intelligence dissemination and responsiveness. Similarly, Narver and Slater emphasized market orientation as an organisation culture deals with behavioural approach that need to focus on key components. The model specifies which areas or components need attention. According to past literature, some researchers have followed Narver and Slater's approach (Olavarrieta and Friedmann, 2008; Rivera and Molero, 2006; Deshpande and Farley, 1998), while some others have followed Kohli and Jaworski's approach (Rojas-Mendez, Kara and Spillan, 2006; Olsen and Olsen, 2004; Gattermann and Hoffmann, 2002) to measure market orientation and validated for different industries as well as multi-cultural environments. However, studies focused on combined measures of Kohli and Jaworski (1990) as well as Narver and Slater (1990) found that successful implementation of marketing concept produce improved customers and organisation benefits, where the market orientation performance should measure in terms of improved customer satisfaction and loyalty, profitability and brand awareness (Gray, Matear, Boshoff and Matheson, 1998).

Achieving market orientation need strategic focus on components as well as how to operationalize. Therefore, combined approach of two models (Kohli and Jaworski, 1990; Narver and Slater, 1990) may provide more clarity in measuring market orientation for a competitive business environment such as telecommunication.

2.10.4 Factors Influencing Market Orientation

Factors that influence the market orientation can be analysed as internal and external elements. Such external forces can be named as economy, suppliers' competitors, technology, customers and state (Tomaskova, 2007). According to the research carried out by Hooley, Fahy, Greenley, Beracs, Fonfara and Snoj (2003) found a significant relationship between state interference and organisational market orientation approach, where organisations with higher market orientation creates its ability to adopt for new business environment in better way. However, Tomaskova (2007) highlighted that state government activities influences on the market orientation approach of an organisation, where higher level of regulations may result for lower level of market orientation output.

In addition, technology is identified as an important factor that plays a key role in implementing market orientation; where market orientation behaviour tends to map latest technologies and adopt its usage into organisation operation. Supporting the same, use of new technologies provide its support to create a learning environment as a necessary element depending on organisational market orientation applications (Olavarrieta and Friedmann, 1999). Han, Kim and Srivastva (1998) expressed the necessity of firms giving priority in funding the usage of new technologies, where the same supported by Varela and Rio (2003) as technology influences on market orientation. Economy is another external element that influence market orientation, where high level of change in economy is not supportive for market orientation behaviour (Han et al., 1998).

In par with same, Palmer and Pels (2002) conducted a study on the influence of newly developed and developing economies on market orientation, where the same study expressed that high turbulence in the market may bring negative impact to market oriented behaviour. Hence, it is further confirmed the importance of country's economy and its influence on achieving market orientation for a particular business (Tomaskova, 2007; Perry and Shao, 2002). The literature shows the significant relation of customers and competitors towards market orientation (Narver and Slater, 1990). However, it is not important, whether customer is the final customer or distributor. For the first time Lado, Maydeu-Olivares and Rivera (1998) revealed the distributors influence on market orientation.

Supportively Binge, Blesa, Kuster and Andreu (2004) argued distributor as a valued customer. Similarly, supplier's role is not much considered in market orientation models (Tomaskova, 2007), but Esteban, Millan, Molina and Martin-Consuegra (2002) introduced suppliers as an element of market orientation, where managers in an organisation should take action to improve the role of suppliers. Further, Binge et al. (2004) revealed suppliers also has a relationship towards market orientation same as customers and distributors.

The elements such as top management, organisation culture, strategy and structure as well as employees influence the market orientation approach of an organisation (Tomaskova, 2007). Considering all the elements, organizational top management focused as the most important internal element that influence market orientation of an organisation (Helfert, Ritter and Walter, 2002). In addition, study carried out by Helfert et al. (2002) highlighted that market orientation achievement has a positive relationship with the senior management involvement in implementing a market orientation behaviour. In different viewpoint, it is proved that top management attitude towards their employees in terms of market orientation enables high-level market oriented results (Homburg and Pflesser, 2000). On top of that, Harris and Ogbonna (2001) confirmed that styles of leadership and management influence the market orientation.

Moreover, organisation structure influences the market orientation, where the study conducted by Varela and Rio (2003) found that centralized structure has adverse effect on market orientation. Similarly, organisation strategy is considered as another factor, which has significant relationship with market orientation (Harris and Ogbonna, 2000). Kasper (2002) identified market orientation as a strategy practiced by results oriented organisation, where organisation strategy based on market orientation may also show innovations in its behaviour (Erdil, et al., 2003).

Employees are another important element that plays a vital role in implementing market orientation behaviour. Supporting the same, Harris (1998) argued the values of employee role in enhancing the market-oriented approach. Nevertheless, the negative side of employees such as apathy, limited capabilities and negative mind set impact negatively on organisational market orientation behaviour (Tomaskova, 2007). Organisation culture also identified as a major influential factor for market orientation (McCormack, 1999), where it can be positively or negatively influence on the overall business. Considering some elements, which give rise in preventing market orientation approach such as conflicts between teams, departments and low reserves as well as unacceptable limit of corporation and communication among employees may negatively influence on market orientation (Tomaskova, 2007).

Hence, there are lot of transformational and transactional elements that influence in creating market orientation behaviour of an organisation, where the influential power of different elements towards market orientation may vary due to the industry.

2.10.5 Factors Influenced by Market Orientation

The results of market orientation outputs influence certain elements of a business such as satisfaction of customers and employees, financial performance and long-term development (Tomaskova, 2007). Accordingly, market orientation involves with customer satisfaction philosophy (Narver and Slater, 1990). However, some studies mixed up with the real insights of customer satisfaction and market orientation, but the study of Tomaskova (2007) clearly state the positive influence and contribution of market orientation behaviour on achieving customer satisfaction. Arguing in another way Tomaskova (2007) emphasized that extensive level of focusing on customers is a difficult task, which in turn highlight that extensive customer orientation may also negatively affect organisational financial performance. Further, his study pointed out that some specific consumer demands may even be a threat to an organisation than an opportunity. However, generating a customer value result in enhancing loyal and satisfied customers who are receptive to marketing initiatives, which even minimize the cost to market products and services (Reichheld and Sasser, 1990). Attracting such favourable customers accelerate the net cash flow and minimize the volatility of the cash flow. Proactive market oriented firms more likely in designing market-driving strategies that redefine market structure, branding and setting trends on innovative products and services, which highlights the firm's innovativeness (Slater, et al., 2010; Hurley and Hult, 1998; Deshpande, et al., 1993).

Many studies proved the influential relationship between organisational market orientation approach and overall business performance. In addition, Tomaskova (2007) emphasized that customer satisfaction may also give rise to enhance employee satisfaction. Supporting the same it is proved that employee satisfaction even triggers high level of financial performance (Gray, et al., 1998), where employee engagement and participation on implementing market-oriented strategies add more value. Moreover, long-term development through market orientation strategies and enhancing innovativeness establish the continuation of business with competitive advantage (Ruekert, 1992). Therefore, Industry like telecommunication need full attention on the market-oriented outputs, as the industry itself need to focus on proactive Market orientation, which need to focus on current and future needs that provides financial and non-financial benefits to the organisation.

2.11 Organisation Culture

Organisation culture carries set of common values, assumptions as well as beliefs that provides an understanding to organisational members, where it gives rise to focus on organisational functions and to set behavioural norms for that organisation (Hajipour and Ghanavati, 2011; Sigler & Pearson, 2000; Deshpande, et al., 1993). Organisational culture represents the sum of a firm's experience learnt throughout their past by managing internal organisational relationships and methods of working with external business environment. Organisation culture is not a single element, it is a combination of hidden assumptions and how the people feel about organisational working style and employee behaviour (Schein, 2017). Any firm has an organisation culture, which may have unique characteristics. Existing strategy of each firm has bind to what they learnt over the past, which might be few years or hundred years. In every change program, there could be an element related to organisation culture that requires a change in achieving change program outcomes, but it does not interpret that entire organisational culture need to be changed. It highlighted that some specific factors under the organisation culture may change to solve the identified organisational problems (Schein, 2017). Many companies operate over the world have overcome less successful rate in achieving business excellence due to different reasons, where it is assumed that organisation culture influences the most work carried out by a firm (Pecic and Klarin, 2015). Prevailing organisation culture deals with specific organisational decisions, activities, processes and procedures. Organisation culture is considered as an informal and perceptual factor, but normally influence on the activities that requires making a particular organisation in achieving success (Ghobadian and Gallear, 1996). Furthermore, they emphasized that implementing total quality management in a small-scale company is much easier compared to large enterprise due to less resistance to change. However, Gupta and Cawthon (1996) argue that organisations irrespective of its size need to design the culture to enable organisations in responding for multifarious challenges arise as a result of technology and market change.

In today's business, organisational culture empowers and challenges firms in terms of operational and future outcomes, where supportive culture towards business strategies and operations fuel the business performance by enhancing innovations and creating competitive advantage. Opposing the same if culture is not supportive, it may end up as disastrous. In addition, organisational culture can be viewed as a precursor or an antecedent to organisational behaviours, where it may trigger organisations to be market oriented and influence in promoting new products and innovations (Tajudin et al., 2012).

2.11.1 Organisation Learning and Culture

Organisational learning is defined in many ways, where it is a collective action that practice to enhance knowledge and understanding (Farrell, 2000; Fiol and Lyles, 1985). Similarly, organisation learning culture highlighted as the organisation's potential to change with efficient ways (Cegarra and Rodrigo, 2007), where it contains values, beliefs and expectations shared by employees that give rise to produce norms, strategy, definitions and design revisions to control individual behaviour of members. Organisation learning of a firm take place, while transferring, creating and acquiring knowledge as well as modify such knowledge to reflect new insights (Garvin, 1993).

Slater and Narver (1995) highlighted that organisation learning gives rise to change the organisational behaviour, which in turn leads to improve the overall performance. Explaining further, they highlighted organisational learning leads to superior results i.e. new innovative product success, retain customers, superior growth in terms of profitability, enhancing the firm's ability to cater customers latent needs through new products and services as well as different models of doing business. In par with the same cultivating a learning culture in any firm may indeed a foundation to create and maintain competitive advantage (Sinkula, et al., 1997). Supporting to Hamel and Prahalad (1994) as well as Stata (1992), Sinkula et al. (1997) argues success of organisational learning activities can be monitored with organisational performance measures. Based on the study carried out by Baker and Sinkula (1999), learning organisation culture has a significant relationship towards business performance. Furthermore, Farrell (2000) also proved that higher the organisational learning result in higher the business performance.

Collective actions as well as sharing thoughts are key building blocks for creating a learning organisation (Cook and Yanow, 1996), where organisational culture works as a product that allows collective learning. Supporting the same Garvan (1997) and Buckler (1996) expressed that without collective action and shared thoughts organisational culture unable to support continuous improvement and to be customer oriented as well as to follow a strategy with value addition. In different discussion point Kolb (1984), emphasized how organisation learning mediates the existing organisational culture of a firm in terms of sharing knowledge and experience throughout the organisation. Organisations require enhance capacity to learn continuously by adopting to a change culture (Bennett and O'Brien, 1994), where improving the capacity or processes to learn within the organisation is based on experience (Nevis, DiBella and Gould, 1995).

Furthermore, Love et al. (2004) expressed that organisational learning is a different approach compared to individual learning. Individual learning is not necessary to lead organisational learning, but without individual learning, it is difficult to achieve organisational learning. However, organisational learning reflects in firm's culture that contains values, structure as well as outcomes of overall organisation. There are few studies conducted to analyse the individual and social component of market orientation and which component influence the most on market orientation outputs (Cegarra and Rodrigo, 2007). Jaworski and Kohli (1993) emphasized that learning culture of an organisation represent the social component of market orientation. Adopting to learning culture is the mechanism for organisations to enhance the employees' individual knowledge and transform the same into market-oriented outputs.

2.11.2 Organisation culture and organisation performance

Organisation culture is concluded as a factor that influence organisational performance (Peters and Waterman, 1982), where appropriate practices in organisational culture will result positive performance of organisations. Organisations with positive culture will give immense support to create competitive advantage (Sadri and Lees, 2001), where it creates a background in the organisation to implement total quality management, innovation and change (Loewe and Dominiquini, 2006; Schroeder, Tears and Jordan, 2005). Supporting the same O'Cass and Ngo (2007) in their study have found that organisational culture has more power in enhancing the effectiveness of organisational performance of Australian firms' cross-sectional divisions. Organisations performing at higher level in the competitive business world have focused on cultural competitiveness (Ozsahin, Zehir and Acar, 2011). The cultural competitiveness predisposes a firm to identify and fulfil the gap between market needs and current offerings (Hult, Snow and Kandemir, 2003). Similarly, Hult et al. (2003) highlighted four factors i.e. entrepreneurial orientation, learning orientation, innovativeness and market orientation that collectively enhance the cultural competitiveness of a firm.

As per the research conducted by Singh and Ranchhod (2004), it is found that firms need to introduce high quality products and services as per customer needs with the help of cultivating firms' organisation culture, which in turn support to maintain superior performance. Petty, Haugtvedt and Smith (1995) conducted a study among 3977 employees working for companies in United States and found that organisation performance has a significant relationship with organisation culture. Further, the same study identified a strong correlation between teamwork and organisation performance, where teamwork is a key aspect of organisation culture.

In par with the same Obaji et al. (2017) proved that organisation culture positively correlates with organisation performance. It emphasized that organisational culture leads to change organisational working style, behaviour of employees and their decisions as well as the performance of the organisation (Wu, et al., 2011). Supportive and reasonable organisational cultures motivate the employees to create enthusiasm in contributing to their organisation and to enhance the performance. In order to achieve competitive advantage, organisations thrive in employing high performing individuals, where supportive culture is a key factor to assist such individuals to reach the ultimate goals (Obaji, Cross and Olaolu, 2017).

2.11.3 Organisation Culture as an Important Factor

Organisation culture is an important factor to consider while implementing a change to organisations at any level. Organisation culture may influence the entire business as a whole in positively or negatively (McCormack, 1999). Organisation culture as a concept has dynamic characteristics, where everyone within the culture understands at some specific level (Hajipour and Ghanavati, 2011). Most authors describe organisation culture should exists as an active function of cognitive apparatus, where it influences organisational strategic decisions and long-term development (Brooks, 2008).

In most of the cases, ignoring the impact of organisational culture towards change initiatives is analysed as a key problem (Goleman, et al., 2002). In par with the same, change in organisation culture is identified as a major problem while initiating a change program (Beer, 2003; Mandal, Love, Sohal and Bhadury, 2000). It is necessary to evaluate and identify the existing position of the organisation culture to plan necessary changes as well as to achieve the outcomes through change initiatives and to enhance the effectiveness of the organisation (Cameron and Quinn, 1999). In different viewpoint, organisation culture is focused as a factor that carries unique characteristics emphasizing the success level of an organisation compared to others (Hilman, Abubakar & Kaliapan, 2017; Keller & Richey, 2006). According to Alas and Vadi (2006), organization culture influences the employees' attitude towards a change program, where it highlights that necessary changes are required for the organizational culture to achieve sustainable change implementation. Hence, it is analyzed organization culture leads to sustainable competitive edge (Zheng, Yang & McLean, 2010). Existing organization culture of a firm is considered as a key impediment to implement a change initiative and achieve organization long-term success (Gebhardt et al., 2006). Further, they emphasized that organization culture before transformation may be diverse in nature.

It may show multifarious characteristics i.e. more focus towards internal functions, historical origin with highly structured and routine processes, low trust levels within employee groups, aggressive behaviour to make internal norms, lack in common understanding between groups, employee personal interest towards their job description and location than the entire organization business objectives. According to Daft (2005), the key instrument that managers need to guide the organisation lies within the organisational culture. In addition, it is found that variables representing organisation culture have over 50% responsibility on the implementation of total quality management of an organisation (Mosadeghrad, 2006; Carman, Shortell and Foster, 1996). Supporting the same Sempane, Rieger and Roodt (2002) emphasized the difficulty on changing the organisational culture due to its deep-rooted nature. Similarly, Gambi, et al. (2015) supported the same as they emphasized organizational culture as a key factor that leads to organizational excellence.

2.11.4 Organisation culture for new products and innovation

Organisation culture has a relationship towards new product performance (Hofstede, 2001). As a result, Belassi, Kondra and Tukel (2004) has analysed the same for the firms in United States and his study proves organisation culture is subjected to three types of performance measures i.e. commercial, technical and customer satisfaction results. Furthermore, Kotter and Heskett (1992) in their study proved that organisation culture significantly affects organisational long-term economic performance. They also emphasized their view on how organisation culture influences the success or failure of organisation business, where the same supported through a study carried out with 202 managers working for public listed companies in Malayasia (Rashid, Sambasivan and Johari, 2003). In addition, the same study also proved that organisation culture has a relationship with organisational commitment. The study carried out by Wei and Morgan (2004) found that there is no direct relationship between organisational culture towards developing new product performance, but their research conducted among 110 Chinese manufacturing companies showed a positive influence of market orientation behaviour on organisational new product performance. The same study supports to prove indirect relationship of organisational culture towards new product performance, when organisations move forward to be market oriented through generate, disseminate and responsive to market intelligence. Similarly, Tajudin et al. (2012) study found that organisation culture does not significantly influence the new product performance, but the same study highlighted that entrepreneurial type of cultures support towards strengthening organisational capability for innovations.

It also shows an indication that organisation need to foster such culture within an organisation to encourage the employees and make them comfortable in expressing their opinions in any situation. Creating an opposing view organisation being market oriented does not mediate the effectiveness of organisation culture and performance of new products (Tajudin, et al., 2012). However, organisation culture significantly influences towards an organisation being market oriented and the study shows evidence, where entrepreneurial and consensual types of organisational cultures are much supportive than mechanical cultures to make an organisation as innovative and market oriented.

2.11.5 Measurement Indicators of Organisation Culture

There are many categorizations, instruments or measuring methods exists to measure the organisational culture effectiveness that even creates a question which method is appropriate or superior to other (Hajipour and Ghanavati, 2011). Therefore, Wallach (1983) introduced an Organisational Cultural Index (OCI) by classifying organisation culture into three major profiles i.e. innovative, bureaucratic and supportive, where each profile assigned with eight items under OCI. Innovative culture profile refers to creativity, adopting to challenging business environment and result oriented. Such organisation cultures characteristics shows more ambitious, risk taking, entrepreneurial and stimulating. Similarly, bureaucratic culture profile is hierarchical that shows such firms are more stable, power oriented, structured, cautious, regulated, mature, solid, procedural and established. In addition, supportive cultures are more people oriented; represent strong teamwork, higher trust in work environment and encouraging the teams, where supportive cultures have more characteristics such as relationship oriented, humorous, sociable, safe, open, collaborative and more trusting (Hajipour and Ghanavati, 2011; Wallach, 1983). Apart from the key profiles of organisation culture, Kataria, Singh and Lal (2016) have analysed measuring instruments for organisational culture by using series of empirical studies, where Mission, Adaptability, involvement and consistency are adapted from Fey and Denison (2003) as key measuring indicators of organisation culture. The key Sri Lankan telco companies have a long history that have gone through many challenges over the years and most companies have joint operations with foreign organisations that practise different organisation cultures. Hence, measuring mix characteristics and supportive elements of innovative, bureaucratic and supportive cultures as well as consistency, adaptability and involvement of organisation culture would be more accurate, as telecom operators need to deal with innovativeness and powerful methods of delivering current and future customer demands.

2.11.6 Organisation Cultural influence in Transforming to Market Orientation

The market orientation and its relationship with cultural typology is investigated through past studies, where organisations transforming to be market oriented need to adopt for market oriented behaviour that basically depends on supporting organisation culture and climate (Yam, et al., 2011). A service organisation practices marketing concepts at the level of customers to be customer oriented, where in such organisations actively focus on individuals or teams who can adopt to a behavioural pattern that leads to sustainable customer satisfaction in the organisational long run (Hoffman and Ingram, 1992). Organisations adopting to customer orientation is based on cultural foundation (Dobni, Ritchie and Zerbe, 2000), which in turn may result with positive customer perception. Supporting the same Brady and Cronin (2001) emphasized that organisations should fuel its employees' behaviour to generate positive outcomes through energizing the organisation culture. Furthermore, establishing management culture and practices in an organisation should give priority in developing organisation's cultural values to address employee behavioural outcomes and customer orientation perceived in the market place. In addition, employee behaviour is considered as an indication for customer orientation. Service industry firms have given attention in developing corporate culture to achieve renowned customer orientation, which give rise to "go the extra mile" (Brady and Cronin, 2001). Therefore, service organisation like telecommunication industry need to develop supportive organisation culture in achieving customer orientation, which is a component of market orientation.

Market orientation and innovation culture has two different aspects, where market orientation expresses the development of market based assets to create competitive advantage while innovative culture give priority to develop internal competencies with new ideas, products and processes to create competitive advantage (O'Cass and Ngo, 2007). In par with the same Gatignon and Xuereb (1997) expressed that success and sustainability of a business is depending on cultivating innovative culture, which heavily deals with technology as well as research and development. Such innovative culture give rise to lead the competitive position to continuous development that even cater the future needs.

Analysis of market orientation and innovative culture highlights a difference between the two constructs, but still interrelated concepts (O'Cass and Ngo, 2007). As per the argument of Deshpande and Webster (1989), market orientation is focused as a type of organisation culture, which creates and maintains the individual norms as well as behaviours in an organisation.

Although Kohli and Jaworski (1990) highlighted that some literature links norms as well as values of an organisation to marketing concepts, they do not clearly express that market orientation is a cultural aspect. However, Slater and Narver (1995) clearly declared market orientation as a cultural aspect and type of learning orientation. Supporting the same as indicated before, Narver and Slater (1990) emphasized their view on market orientation as an organisation culture that tends to create necessary organisational behaviours efficiently and effectively to create superior values to customers that in turn give rise to enhance the business performance continuously. As per the fundamentals, market orientation is highlighted as market driven, while organisation culture is focused as market driving aspect of the organisation (Baker and Sinkula, 1999; Hunt and Morgan, 1995). However, market oriented behaviour in an organisation is driven by its culture, where in other words market orientation outcomes and its behaviour is considered as a result of implementing marketing culture (O'Cass and Ngo, 2007; Deshpande et al., 1993). Further, considering a different view, O'Cass and Ngo (2007) emphasized market orientation as set of behaviours that are supported by the organisational culture, but market orientation is not organisational culture.

The study carried out by Kearney (2015), highlighted that most interviewees anticipate a difficult period while implementing deeper changes into business processes as well as organisational culture. According to Gebhardt et al. (2006), it is difficult to hire or remove employees based on cultural fit. Nevertheless, bringing new individuals who believe in new culture at transformation point may give rise to add unique experiences as well as competencies to understand the market as how to work collaboratively to cater unmet needs. As an example, Harley-Davidson encouraged a set of prospective employees according to the company's cultural fit to promote the "Harleyness" culture by making them an owner of their motorcycles, which in turn directed them to attend rallies and maintain the relationship with their customers (Gebhardt, et al., 2006).

In different viewpoint, having information is not the only necessity to manage supply chain, where it is required to have an organisational culture to foster cross-functional organisational activities to share the information (Martin and Grbac, 2003). Supporting the same Pelham (2009) as well as Megicks and Warnaby (2008) highlighted internal information sharing need to be established among cross functional teams of an organisation to maintain good supply chain management and to enable the organisational culture in achieving a market oriented business environment. Hence, organisation culture has a significant influence towards transforming an organisation to be market oriented, which even proved by Hajipour and Ghanavati (2011).

3.0 Research Methodology

3.1 Introduction

The research methodology chapter is framed in detail, which provides a clear picture on the method of conducting the research, the reason to choose specific research conducting strategy, justification and underlying assumptions etc. However, there are many methods and terms used in explaining the research conducting styles such as research paradigm or research philosophy or research worldview, research methodology or research strategy and research methods or techniques or research procedure (Creswell, 2009; Saunders, Lewis and Thornhill, 2007; Lincoln and Guba, 2000). The research paradigm or research philosophy describes a cluster of beliefs that need to be followed in order to conduct research and how to interpret its results (Bryman, 2008). Further, research paradigm defined as a broad framework that comprises of beliefs, practices, perceptions and understanding of theories to conduct a research study (Cohen, Manion and Morrison, 2011). Similarly, research strategy describes the overall approach to the research conducting process. The techniques of the research clearly emphasize the tools, and methods use to collect and analyse the data. The selected research philosophy, research strategy and research techniques need to be correctly aligned for better results of a research. The précised procedure for the research involves with different steps that is important for the researcher to develop the relationship between research questions and research objectives (Gunarathne, 2015). Therefore, this chapter provides a broader understanding of the research study procedure.

3.2 Research Philosophy

Research paradigm is a philosophy more than a methodology that guides the researcher to think on the research conducting style (Gliner and Morgan, 2000). The research paradigm and the research philosophy focus on different elements such as mental model of an individual, perception, an individual way of perceiving things and different beliefs in making a reality etc. The concept of research philosophy enables the researcher to provide valid arguments and terminology to justify the reliable results. The research paradigm mainly has three components i.e. ontology, epistemology and methodology, where ontology component expresses the common assumptions that allow to understand the real nature of the society. Similarly, epistemology emphasizes the common assumptions and parameters to investigate real world nature of a research and provide results in reliable manner, while methodology defines the combination of many techniques that used to investigate different situations.

In simple terms ontology concerned with what is true or real as well as reality in nature, while epistemology concerned on the ways of gaining knowledge and nature of knowledge (Saunders, Lewis, Thornhill, 2009; Gunarathne, 2015). Therefore, epistemology component has more to do with acceptable knowledge, where the researcher is comfortable with analysing the facts. The background under the epistemology enables the researcher to conduct the research through finding the real facts by analysing the relationship with many factors to answer the research questions and to achieve research objectives in a scientific process (Saunders et al., 2009).

The research philosophy positivism reflects in addressing research study with a philosophical stance of natural scientist, where it provides the background for the researcher to work through observation in social reality to find the real facts and focus towards generalisation that is similar to the method followed by natural scientists (Remenyi, Williams, Money and Swartz, 1998). Positivism concept has a direct association with the idea behind objectivism, where objectivism encourages in gaining knowledge by perceiving the reality in a sensible manner (Cooper and Schindler, 2006). As per the positivism concept, researchers tend to collect general data from large samples, where it has no direct values to the individual beliefs of the researcher when positioning the research under the category of positivism (Gunarathne, 2015). Positivism also considered as the only phenomena, which enables to observe and lead to produce credible data. Further, positivism tends to develop hypotheses using existing theory and to test the data in reality to find the real facts (Saunders et al., 2009). However, it has been argued that personal interviews may influence the notion of a researcher, where it is hard to imagine whether the researcher will ask the questions from responders in the same way with consistency like a computer (Remenyi et al., 1998). Nevertheless, Gill and Johnson (2002) expressed that positivist researchers will be more likely to conduct research studies in highly structured manner to facilitate the replication, in which it will lead the researcher to conduct statistical analysis with quantifiable observations.

However, considering the nature of this research, the study will move forward with the choice of Epistemology and positivism as the research philosophical stance, as it focused on acceptable human knowledge and observable phenomena, which provide credible facts and data. Similarly, it focuses on causality as well as law towards generalization by reducing phenomena to simplest elements (Saunders et al., 2009). The nature of the study tends to use the theory to design the research. This study takes the deductive approach as it owes more towards positivism (Saunders et al., 2009) and the research background is supportive in developing hypothesis through theory and research questions to design the research strategy.

3.3 Research Design

The research design aligns with the logical model or background structure derived from the research purpose and theory explained under research questions, objectives and literature. The purpose of the research enquiry may change with the research nature and the design of the research, where the study can follow exploratory, descriptive or explanatory methods accordingly (Robson, 2002). Exploratory study is important in finding new insights, where it provides the opportunity in clarifying the unsure precise nature of a research problem. Exploratory research has a great advantage to be flexible and adaptive to change the direction if new insights occur. Similarly, descriptive research portrays the profiles of persons and situations accurately, letting the conclusions of a research to be drawn with the description of data in research (Adams and Schvaneveldt, 1991). Descriptive research may have a clear picture on the accessible data before the data collection. Furthermore, explanatory research type binds with the causal relationship of variables, where explanatory research type can go ahead with correlation between variables to find answers to the research problem (Saunders, et al., 2009). Research design is mainly of two types i.e. exploratory and conclusive. The conclusive research type get further divided into descriptive and causal that is similar to descriptive and explanatory research types described above (Malhotra and Dash, 2010). However, the research question may carry different purposes, where the research may focus on more than one purpose (Robson, 2002). Conclusive research design is much familiar to this research as it tests the hypotheses, while descriptive research is mostly applied to examine the relationship of organisation transformation and market orientation, because this study describes the characteristics of transformational factors and how such factors link with the other variables.

According to Saunders et al. (2009), no research strategy is superior or inferior to another. The choice of the research strategy is being guided by the research questions and the objective to be achieved. There are key strategies i.e. experiment, survey, case study, action research, grounded theory, ethnography and archival research specified in research onion, where researchers can choose according to the research questions and the expected objective of the study. The experiment research is a form that deals with natural science, which also has more features towards social science particular to psychology. The experiment research has a purpose of studying the causal links between independent and dependent variables, where the experiments tend to use exploratory and explanatory research to find answers to the questions align with 'how' and 'why' forms (Hakim, 2000).

Survey research strategy usually associates with deductive research approach, which is much popular in business and management research that used in answering what, how and who questions. The survey strategy tends to use exploratory and descriptive research types. The survey research strategy allows quantitative data collection that deals more into statistical data as well as structured interviews to suggest the relationship between variables associated with the study for designing and recommending new models (Saunders, et al., 2009).

This research mostly gives importance to testing hypotheses and finding the relationship between variables to answer the research problem, which leads to the characteristics of experiment and survey strategies among others. However, by looking at the strategic point of the research conducting method and easiness of achieving the research objectives, survey strategy was much preferable and used in this research.

3.4 Conceptual Framework

The conceptual framework is used to explain the phenomenon by using the synthesis of literature, which also emphasized the understanding of relationship between variables and to drive the investigation based on research problem (McGaghie, Bordage and Shea, 2001). In addition, based on the research philosophy and the research guidelines below conceptual framework is considered as the foundation to investigate the study further.

Figure 13: Conceptual Framework (Source: Developed by author)

According to the literature and the research background, organisational transformation factors shown in the conceptual framework are derived and considered as the independent variables that are to be tested with the dependent variable i.e. market orientation. Moreover, organisation culture represented as the mediating factor in the conceptual framework that mediates the relationship of independent and dependent variables. The five key factors listed under independent variables are considered separately and as a whole group of independent variables to analyse the big picture of the research problem. In addition, findings through the above variables may be a definite advantage for the Sri Lankan telecommunication industry.

3.4.1 Independent Variables

- **Organisational Leadership**

Leadership is one of oldest and most topical factor, which generally influence the effectiveness of employees and organisational performance (Ristow et al., 1999). According to the leadership theory, leadership is defined in many ways. Transformational leadership is considered as more enlightened approach (Pruijn and Boucher, 1994). A leader may show different leadership approaches depending on various situations. Leadership behaviours may vary the style of decision-making, driving strategy and vision, encouraging new ideas, guiding employees, developing organisation culture and infrastructure towards supporting the organisation to a transformation path, which in turn improves the overall performance and effectiveness (Chen, et al., 2014; Kimura, 2012). Furthermore, some leadership emphasized as culture specific, where transformational leadership effectiveness also matters on cultural alignment to the business and charismatic leadership in certain organisation cultures attract the employees with more involvement (Muenjohn and Armstrong, 2007; Madzar, 2005). Therefore, leadership considered as an important variable under organisation transformation.

- **Organisational Resources**

Organisational resources classified as human resources, infrastructure, and training development investments. It is a challenge to manage all resources effectively for the success of organisation transformation (Heuvel, et. al., 2013; Hobfoll and Shirom, 2001). In addition, existing technology-based equipment used to facilitate infrastructure arrangements are much important for telco operations in implementing organisation transformation initiatives. Financial and non-financial resources contribute indifferent levels to a transformation initiative, where involvement of financial and non-financial resources depends on the type of transformation and its objectives.

However, considering all types of organisational resources, human capital focus as a critical factor for the organisations that tend to achieve competitive advantage in the business environment (Kraiger, Passmore, Santos and Malvezzi, 2015). Telco as an important service industry to any nation under the new normal concepts may require strategic models in developing and managing human capital (Mauro and Borges-Andrade, 2020; Kavanagh and Johnson, 2015). The employees' capacity is much essential in handling the frequently changing telecom business that in turn support to align the business according to market fit. Therefore, conceptual framework gives preference to the involvement of organization resources as a transformation factor in serving market needs.

- **Organisational Structure**

Organisational structure supports the business operations and change initiatives in multifarious ways. The structure is mainly based on organisation communication plan and authority levels, where organisational structure contributes in designing schedule of tasks, rules, procedures among business units and supply chain to deliver ultimate products and services (Mehta, Dubinsky and Anderson, 2003). Business units within the organisational structure even could work as market oriented in contributing to organisation success (Carpenter, 2017). The configuration of organisational structure can differentiate with three elements where the structure can change according to the top management decision, mechanism focused to organisation coordination and the concept of decentralization level of authority (Steyn, 2020; Mintzberg, 2009). Similarly, telecommunication as a competitive industry should closely monitor the organisation's structural configuration as a prime coordination mechanism in achieving market demand through transformation process.

- **Organisation Systems**

Organisation competencies consists of human capacity at the centre of attention, complementary assets as well as processes and procedures for efficient and effective operations (Wickramasinghe and De Zoyza, 2011). Telecommunication as an import service require proper process and procedures in executing different tasks to provide high quality service. In the field of telecommunication, applications are much more complex, where multi agent systems need to be present in providing the services according to the market demand. As a result, conceptual framework focuses on the influence of organisation systems including information technology applications for delivering best fit services through telecom transformation implementations.

- **Organisation Innovations**

Rapidly changing telecommunication operations deal with new technology and product innovations, where new trends start based on either technological innovation or product level innovation, creativity or catering new customer demands (Samad, 2012). Identifying competitive products in the market through analysis and developing new products or enhancing the existing products in an innovative model is much important to face for the competitive telco business environment (McNaughton, et al., 2001). In addition, the digital economy plays a key role for the country's growth, where the new digital products and touchpoints need innovative operational support from the telecommunication industry. Therefore, telecom operators' capacity of utilizing new technology, developing and encouraging employees for more creativity and setting new trends through digitalization are much concerned under innovations as a transformational factor, which needs to be examined with market orientation.

3.4.2 Dependent Variable

- **Market Orientation**

Telecommunication business is highly competitive with new technology and digitalization, where market orientation has become significant that needs more attention. Organisation being market oriented traces the origin of marketing concept, where it has an influence on overall performance (Carr and Lopez, 2007; Cano, Carrillat and Jaramillo, 2004). Market growth and demand uncertainty are important moderators (Kirca, Jayachandran and Bearden, 2005; Noble, et al., 2002), which drive the organisation towards developing the business to the next level. Creating market based assets are difficult to imitate which logically drive the organisation towards customer value-based strategy. Market based capability is an intangible asset that includes the knowledge of the market, relationship with customers as well as sales teams and knowledge on competitor offerings (McNaughton, et al., 2001). Market orientation explored as an organisational behaviour, where it is also focused as a culture created within the organisation. (Kohli and Jaworski, 1990: Narver and Slater, 1990). Creating such organisation behaviour in a telecommunication organisation is much essential to face the competitive business environment with more focus and transformational factors that may influence in different ways for the success of organisational market oriented behaviour. As a result, conceptual framework considers market orientation as a dependent variable to investigate the influence of transformational factors on organisational market orientated behaviour.

3.4.3 Mediating Variable

- **Orientation Culture**

The influence of organisational culture towards organisation behaviour is undeniable (Tajudin, et al., 2012), where organisation culture act as a precursor that focused for organisational operation and change.

Organisational culture can be supportive or oppose the organisational strategy, where the cultural support level of a firm positively or negatively affect the overall performance of an organisation and it is a key factor to drive transformation initiatives (Alas and vadi, 2006). The ultimate goal of a telecom operator is to energize the organisation for a market-oriented behaviour to face the highly competitive business environment. Telecom operators' carryout transformations to meet different expectations, where the existing organisation culture may have a power and responsibility. Therefore, conceptual framework considered organisation culture as a mediating factor to examine the mediating effect of organisation culture towards the relationship between organisation transformation and market orientation as well as to check the relationship of organisation culture with transformation factors and market orientation in telecom sector.

3.4.4 Hypotheses

H1: Organisation transformation has a significant influence on market orientation

Organisation transformation is a second order change that focus as a multi-level, multi-dimensional, revolutionary, paradigmatic shift (Tonder, 2004). Transforming an organisation is a change program with a planned design to enhance the overall performance of the organisation significantly (Hill and Collins, 2000). Organisation transformation may comprise series of transitions to shift the organisation from existing state to another, which entail revolutionary and evolutionary modes. Transforming an organisation may have multifarious grounds, where organisation transformation manipulates the variables such as strategy, culture, leadership and structure (Burke and Litwin 1989). Supporting the same Dunphy and Stace (1993) argued that organisation transformation includes many substantial changes to certain factors such as processes and procedures, structure, communication, infrastructure, systems and human resource planning, core organisation values etc. Further, organisation transformation and transformational leadership influence to drive for an innovative business environment (Chen, et al., 2014).

Organisation transformation as a second order change is based on changing one or more organisation variables that drive the business to succeed within the competitive business environment (Tonder, 2004).

In addition, digital workplace concepts have evolved with technology development to support organisation's functional operations that affect how to improve the business effectiveness. The same digital workplace tends to rewire the organisation behaviour, which support the go to market strategy (Baptista, Stein, Klein, Watson-Manheim and Lee, 2020; Vial, 2019). Organisation transformation initiatives have more focused objectives, where the ultimate goal is to provide superior service to customers and attract new customers in building sustainability. However, it is much essential to synchronize transformational objectives with what market required in more precise manner. The gap between the organisation values and effectiveness with the market demands need to be addressed through organisation being market oriented (Gebhardt, et al, 2006). Therefore, it is necessary to investigate on how organisation transformation influence the market orientation behaviour of an organisation.

H2: Organisation transformation has a significant influence on organisation culture

Organisation transformation and innovation are superficial approaches to change organisation business and its operations, where internal wisdoms and creating learning environment is a necessity to achieve short term and long-term goals (Gapp and Fisher, 2008; Covey, 1995). The only way to face the business competition is to create a culture, which energize to produce technology development in continuous basis through innovation and learning.

Working organisation culture is an important factor that needs more focus on developing teamwork and corporation throughout the organisation for more effectiveness. Some managers are not able to foster the existing culture of a firm, where many organisations even step into transformation initiatives to change the culture of a firm in order to create internal organisation environment ready for achieving competitive advantage (Mo and Lai, 2018).

Organisation transformation initiatives need to give much focus to different variables or factors while designing a transformation, where the key areas to address through a transformation depend upon the ultimate goal of a transformation program.

Organisation leadership is an important factor that requires in shaping the culture of a firm to achieve competitive advantage (Nurcahyo, Della, Irawan and Ronaldy, 2018; Caeser, 2016). Similarly, leadership style or transformational leadership tends towards developing effective communication and building employee commitment that in turn influence the organisation culture.

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Transformational leaders consider employees personal interests as well as organisational interests and thereby encourage them to develop their skills, and evoke the employees to put extra effort for their work (Faheem, Tasmin, Rafique and Hussain, 2020). Supporting the same Attridge (2010) emphasized that work place practices include job design, working environment, style of leadership, communication and resources, where such factors have an influence in enhancing the employee work engagement.

Further, organisation transformation contains many other factors such as organisation structure, procedures, financial and non-financial resources, technology usage and innovative capability (Gebhardt, et al, 2006), which may have a power to change the culture of an organisation to drive the firm to a greater height. Therefore, it is necessary to investigate on how organisation transformation influence towards changing organisation culture of a fast changing business.

H3: Organisation culture has a significant influence on market orientation

Organisation culture is not just a cultural phenomenon, where culture of a company has facts with common history. The strength of a culture also depends upon long shared history throughout the organisational operation. In other words, corporate culture is what a company learns over the organisational journey that used to find answers to internal and external business issues while supporting the business operation (Nurcahyo, et al., 2018). Culture of an organisation is a blend of beliefs, values and expectations, which guide the employee behaviour of a company (Schein, 1990). Similarly, culture of an organisation is a social knowledge that engage with norms, employee attitudes and values to evolve the interaction between organisational members and internal environment (Robbins and Coulter, 2012; Schneider, Goldstein and Smith, 1995). Therefore, organisation culture is a prime element in the organisational setting to support in achieving short term and long-term goals as well as to drive the organisation to the next level of business.

Further, organisation culture includes many characteristics that support to drive the organisation with risk taking, aggressiveness, innovation, stability, detail focus, team oriented, people oriented and result oriented (Robbins and Judge, 2015). A company needs to update with market demand to survive in the competitive business environment, where organisation culture needs to accept the market trends and do the relevant changes for the organisation behaviour in achieving marketing goals (Gebhardt, et al., 2006). Market orientation is a behaviour, which need to be adopted by an organisation to create the flexibility within the organisation to cater the changing market trends and demands.

Among many factors that need to create a market orientation, behavioural aspect of the organisation needs a direct involvement in facing the challenges in the market, where organisation culture has an influencing power (Tomaskova, 2007; McCormack, 1999). Therefore, it is necessary to investigate on how organisation culture influence the market orientation of a telco.

H4: Organisation culture mediates the impact of organisation transformation towards creating market orientation

Initiating organisation transformation start with internal or external business change requirements, where top management empowers organisation members to identify business threats which can arise in many forms and to take change initiatives or to drive a complete transformation with management guidelines to survive in the market (Gebhardt, et al., 2006). Organisation transformation initiatives based on achieving specific objectives with the involvement of different transformational factors, where the ultimate goal of a transformation program is to support the organisation to manage the market demand and achieve the success in the business environment. Organisation being market oriented creates a flexibility within the organisation to adapt according to market demand and competition. Market orientation of a firm guides the organisation for relevant investments and actions to be made in uplifting the organisation to create a competitive edge. Market orientation of a firm also recognized as a culture and a behaviour (Kohli and Jaworski, 1990; Narver and Slarter, 1990), where it is essential to align the transformation program with different elements of the organisation. Organisation culture before transformation is diverse and many researchers assert the importance of culture change in an organisation to achieve wide transformation implementation. Similarly, organisation behaviour needs to align with the market changes when becoming market oriented (Argyris, 1990; Schein, 1990). Culture of an organisation as a crucial factor (Tajudin, et al., 2012) has an undeniable power on setting the background among the employees to energize the different business units for transformation.

Transforming an organisation towards building a market-oriented behaviour may needs fullest support from the cultural aspect of the organisation. Transforming an organisational culture may be another initiative, which may require in building market orientation for a frequently changing industry. Therefore, it is important to investigate the mediating involvement of organisation culture in a telecommunication business environment while creating market orientation behaviour through a transformational approach.

3.5 Variable Operational Table

Table 4: Operational Table Summary

Variables	Measures	Source
Organisational Leadership	Transformational leadership effectiveness will change across cultures	(Muenjohn and Armstrong, 2007; Wang, Law, Hackett, Wand, and Chen, 2005)
	'Identifying and articulating a leadership vision', proposing a suitable model' and 'fostering the accepted group goals' have more importance in transformational leadership process	Podsakoff, MacKenzie, Moorman, and Fetter (1990)
	Leadership with transformational approach enhances the employee outcomes of various firms	Dubinsky, Yammarino and Jolson (1995)
	A leader may tend to transform organisations by idealised influence, Inspirational motivation, intellectual stimulation and innovativeness towards solving problems	(Samad, 2012; Bass and Avolio, 1994)
	Leaders with transformational approach enhances the creativity, persistence and sensitivity of followers to be more responsible	Samad (2012)
	Leadership Influence organisation performance with more variance	Weiner and Mohoney (1981)
	Leadership has a relationship with improved organisational performance	(Carson and Alexander 1984; Samad, 2012)
	Leadership shows significant variance towards employee perception on organisation performance	(Fox 1990; Hamel and Prahalad, 1994)
	Top management commitment level on transformation change is highly influential for success or failure	Hansson and Klefsjo (2003)
	Employee trust in top management, change the attitude towards organisational change	Albrecht (2010)
	Transformational leadership approach has a relationship with organisation effectiveness	(Ristow, Amos and Staude 1999; Yammarino and Bass, 1990; Selzer and Bass, 1990)
	Transformational leadership has a positive influence on the satisfaction, commitment of followers and organisation performance	Goodwin, Wofford and Whittington (2001)
	Limited experience in change management impact on the success of organisational change programs	Soltani et al. (2005)
	Organisations fails to provide required financial and non-financial resources create higher negative impact for change programs	Mourier and Smith (2001)
	Human resource is a decisive factor for success or failure of a change program	Kotter and Cohen (2002)
	Employees resourcefulness with knowledge, technology handling, socially moved and motivation lead to energize the change plan	(Heuvel, et. al, 2013; Armenakis and Harris, 2009)

	Employee resourcefulness lead to other valued outcomes such as employee commitment, engagement for work and well-being	(Bakker, 2011; Salanova, Schaufeli, Xanthopoulou, and Bakker, 2010)
	Staff shortage, inadequate methods of managing human resources and employee resistance to change are barriers for the change programs	Mosadeghrad and Ansarian (2014)
Organisational Resources	Employee motivation and satisfaction has a positive relationship with employee commitment for a successful transformation	Mosadeghrad, Ferlie and Rosenberg (2008)
	Learning organization is important for the success of organisation transformational programs	(Senge, 1990; Rosen, 2014)
	knowledge repository, access to knowledge, improve knowledge developing environment and manage the knowledge are four knowledge management pillars and organizational asset	Davenport and Prusak (2000)
	Aligning human resources for change vision may alter rewards, performance criteria and appraisals to change the individual behaviours and motivate the employees	Kotter and Cohen (2002)
	Organisations often neglect on handling infrastructure and cost involve in the change program and the financial investment required, while implementing the designed solutions	Wang, Choi, Wan and Dong (2013)
	Top management and employees communication gap impact on the organisational change programs success	Soltani et al. (2005)
	Change of strategic factors create the need of structural change	Richards (1973)
Organisational Structure	Organisation structures which fail the companies have served the organisations well for years	Richards (1973)
	Change programs fail mainly due to poor fit of organisation setting. Change implementation depends on mechanistic, authoritative and bureaucratic level of a firm structure	Al-Khalifa and Aspinwall, (2000)
	Organization structure impact the responsibility and resources in delivering product and services	Elhilali (2013)
	Structural transformation improves organisational growth as per the life cycle theory	Hannan & Freeman (1984)
	Organisation restructuring is one way to change the vision and there is no exact way to arrange the organisation structure for change strategies.	Kazmi (2002)
	Virtual organisation concept improves work force responsiveness for organisational structure change	Fuente and Ros-McDonnell (2014)
	Organisation effort need to spread logically and favourably within sub business units during a change	Goleman, Boyatzis and McKee (2002)
	Formalized organisation structure contains strict processes and procedures that suppress new thinking and innovation	Scott (2003)

	Less centralized and formalized organisation structures are more supportive for transformation programs	Tata and Prasad (1998)
	Change plan should develop processes by considering desired change goals, analysing the systems, identifying transition period activities and managing the transition activities with strategy	Beckhard (1969)
	Developing processes influence employee to adapt for change and improve service efficiency.	Weber and Manning (2001)
	Organisational procedures manifest from simple written models to complex models using information technology applications	Campbell, Sittig, Ash, Guappone, Dykstra (2006)
	Technology involves in developing and simplifying procedures or changing systems	Burton and Thakur, 2002
	Improving processes through transformation is a key requirement to achieve organisational goals	Masadeghrad and Ansarian (2014)
Organisational Systems	Transformation program should include process designing, process controlling and process improvement as a cyclic model	Deming (1986)
	Organisation communication is important while implementing transformation programs	Gatignonis (2018)
	Organisation change fails due to poor communication	Longenecker et al. (1999)
	Organisation poor communication is a barrier for the change success	Sebastianelli and Tamimi (2003)
	Poor internal communication delays the change program processes and damage employee relationships	(Paper et al., 2001).
	Communication should be a process that open to all employees, suppliers and customers with proper information flow	Tichy and Ulrich (1984)
	Different communication channels and Time aspect are important for a transformation	Rosen (2014)
	Proper information flow with effective communication adapts employees for change initiatives	(Rogers, 2003; Frahm, and Brown, 2007)
	Most organisational changes initiated as a result of external forces i.e. technology breakthroughs, market competition, government regulations and government taxes etc.	Litwin and Burke (1992)
	Organisation innovation define in terms of product, process, position and paradigm	Tidd and Bessant (2009)
	innovation imply technical, cultural, functional, resources as well as external dynamics such as customer experience, customer demand etc.	Goffin and Mitchell (2010)
	Creativity is a key contributor to organisation innovation. Line managers encouragement to excel creativity and generate values by ensuring the resources and freedom of their staff members is important	Amabile (1997)

	People are most creative, when they are intrinsically motivated	Amabile and Pratt (2016)
	Individual creativity is a blend of expert knowledge, creative skills and inner motivation to achieve specific goals	(Bucciarelli, 2015; Amabile, 1997)
	Innovation is a fundamental benchmarking for organisational transformation initiatives.	Trott (1998)
	Quality improves in three ways such as products or service design innovation, process with innovation and improving the existing processes	Deming (1993)
	Innovation occurs within the organisation due to technology push and demand pull.	(Bigdeli and Baines, 2017; Howells, 1997)
Organisational Innovation	Market pull, technology push, organisational maturity and readiness, eco system structure and organisation positioning, organisational commitment and capabilities are five factors influencing organisation innovation	Bigdeli and Baines (2017)
	Innovative ideas should spread throughout the organisation under different communication models as per diffusion theory	Rogers (2003)
	Implementation of new style includes invention of new ideas or operationalization of innovations	Hammer (2004)
	Demanding consumer market and rapidly changing diverse technological plays a major role in shaping global competition and innovation	Wheelwright and Clark (1992)
	Organisational innovativeness as a key contributor improves organisation performance and innovative capability that carries new values, which are difficult to imitate	(Hooley, Broderick and Moller, 1998; Barney, 1991)
	The early adopters for technology-based innovation expect to exploit new technology in order to achieve competitive advantage over the competitors.	(Slater and Narver, 1998; Moore, 1990).
	Innovative capacity of a firm leads to enrich strategic resources to achieve ultimate goal of a transformation	(Cho and Pucik, 2005)
	Market information is important than any other information to technology-based organisation	Leonard-Barton (1995),
	Organization innovativeness should be better to improve the organization performance	(Samad, 2012; Deshpande and Farley, 1996; Farley Webster, 1993)
	Organisation innovation leads to enrich the strategic resources and sustainable competitive advantage of the firm	Samad (2012)

Variables	Measures	Source
Market Orientation	Customers who attract last to new technology and products are the most profitable customers	Slater, Mohr and Sengupta (2010)
	Established customers interest level is low to experience new technologies and products	Christensen and Bower (1996)
	Extreme level of proactive market orientation as a market driving mechanism enables organisations to focus on redefining the market structure and introducing innovative value proposition	Jaworski, Kohli and Sahay (2000)
	Activities to generate customer-oriented intelligence and competitor-oriented intelligence are important	Slater, Mohr and Sengupta (2010)
	Boundary less organisation lead to effective knowledge management that helps to grab new ideas within the organisation and from outside the organisation	Brown and Duguid (2000)
	Market responsiveness of an organisation depends on how it uses market intelligence in taking decisions	Kohli and Jaworski (1990)
	"A firm to be customer oriented" is cultural behaviour	Deshpande, Farley and Webster (1993)
	Firm's ability of introducing low cost products and services swiftly to meet customer demand is a definite advantage for long-term success	Datar and Srinivasan (1997)
	Customer orientation is the key pillar to understand target customers and to improve customer services	Narver and Slater (1990)
	Customer orientation is the foundation for organisation learning. It helps to improve customer satisfaction and generate superior customer value attribution	(Cronin and Brady, 2001; Sinkula, Banker and Noordewier, 1997; Slater and Narver, 1995).
	Customer orientation of an organisation has a positive relationship with employees' performance	Cronin and Brady (2001)
	Competitor orientation is a key function of market orientation. It is important to understand the strengths, weaknesses, capabilities, competitor strategies and potential competitors that influence the market in future	(Narver and Slater, 1990)
	Competitor orientation analyse the cost portion of competitor initiatives and positively influence on organisation performance	Gunarathne, 2015; Noble, Sinha and Kumar, 2002; Narver and Slater, 1990)
	Competitor information include customer segments, R&D initiatives, information on partnerships, suppliers, distributors, alliances, career opportunities, new product plans, pricing strategies, new technologies used and top managers' capabilities etc.	Slater et al. (2010)
	Inter functional coordination includes communicating, information sharing and resource sharing by integrating and collaborating different functional units It balances the social environment of a firm and represents as the firm's internal social capital	(Gunarathne, 2015; Nakata and Sivakumar, 2001; Narver and Slater, 1990)

Variables	Measures	Source
Organisation Culture	Organisation culture as crucial factor influence organisation change by changing the employee attitudes	Alas and Vadi (2006).
	Employee resistance to change is a major reason to fail change programs	Pheng and Teo (2004)
	Influence of organisational culture on working style, decisions and behaviour of employees impact on the overall performance	Wu, Zhang and Schroeder (2011)
	Culture is not a single element, it is a combination of hidden assumptions and how the people feel about organisation working style and employee behaviour.	Schein (2017)
	Success of a transformation program is rooted in organisational culture	McClure (2010)
	Existing organisation culture has more prominence than other transformational factors and influence the market orientation behaviour	Jaworski and Kohli (1993)
	Organisation culture classified into three major profiles i.e. innovative, bureaucratic and supportive	Wallach (1983)
	Organisations irrespective of its size need to design the culture to respond for technology and market change	Gupta and Cawthon (1996)
	Organisation learning change the organisational behaviour that leads to improve the overall performance	Slater and Narver (1995)
	Cultivating a learning culture in any firm is a foundation to competitive advantage	Sinkula, et al. (1997)
	Learning organisation culture has a significant relationship towards business performance.	Baker and Sinkula (1999) Farrell (2000)
	Adopting to learning culture is the mechanism for organisations to improve employee knowledge and transform into market-oriented outputs	Jaworski and Kohli (1993)
	Change in organisation culture is identified as a major problem while initiating a change program	Beer, 2003; Mandal, Love, Sohal and Bhadury, 2000
	Organisations with positive culture will give immense support to create competitive advantage	Sadri and Lees (2001)
	Organisation culture has a relationship towards new product performance	Hofstede (2001)
	Business sustainability depends on cultivating innovative culture that deals with technology and R&D	Gatignon and Xuereb (1997)
	Organisations should fuel its employees behaviour to generate positive outcomes through energizing culture	Brady and Cronin (2001)
	Cultural foundation of a firm influence to be customer oriented and to achieve positive customer perception	Dobni, Ritchie and Zerbe (2000)
	Entrepreneurial type of cultures support in strengthening organisational capability for innovations.	Tajudin et al. (2012)
	Organisation culture has a significant effect on market orientation	Hajipour and Ghanavati (2012)

3.6 Research Approach

Mainly there are two approaches i.e. quantitative and qualitative to conduct the research study. The researcher has the ability to choose the best-fit research approach considering the procedure involve for the investigation of information. Quantitative research considered as data analytical model that deals with a scientific process (Smith, 2012). Further, quantitative research defines as an approach that focused on numerical results subject to statistical analysis in evaluating the research findings (White, 2005). Therefore, quantitative research type based on collecting the data in terms of numerical data and analyse using a statistical mathematical process.

Similarly, qualitative research emphasized as an inquiry process to understand social issues or problems associate with human factor. Further, Creswell (1994) emphasized qualitative research as a method to analyse complex business environment and to get a holistic view formed with detailed reporting information and words by conducting a study under a natural setting. In case of qualitative technique, researcher need to represent the expressions of actions and words to a readable pattern, where the end user able to understand.

The qualitative research works as a close analysis of words, reports and actions of the real world environment, where quantitative study technique focuses beyond the words and actions that carries mathematical significance. The quantitative technique is much suitable in expressing the quality of the data set, while the qualitative study is much important in analysing behavioural science that enables to discover the human attitudes, interests, motives and personalities (Shajahan, 2004). In other words, quantitative research technique transforms the data information into numbers, where final output of qualitative research technique could not directly turn into numbers and it based on the researcher's interpretation of the gathered information.

Since the quantitative research approach focused into scientific evaluation, quantitative technique also regarded as "positivist approach". The research gave preference to quantitative method to identify the real essence of the study. Further, quantitative research approach aligns with the research philosophy positivism that is more suitable for this study. The research chooses the quantitative model to collect data, where it supports to analyse the data as a scientific process (Smith, 2012) in testing the hypotheses. To discuss deeper into the subject matter and to open the doors to find real insights of the research problem, the same quantitative data is used to analyse independent, mediating and dependent variables as well as the impact of each transformational factor on the dependent and mediating variables.

3.6.1 Sampling Design

3.6.1.1 Target Population

The population in research refers to the total group of people, things or events, which researcher wishes to investigate (Sekaran, 2004). The population also defined as the entire set of units that are much suitable to provide survey data for better inferences (Gunarathne, 2015). The conceptual framework of this research focused to examine the influence of organisational transformation factors on market orientation and the mediating effect of organisation culture on transformation and market orientation. The key variables of the study focused to a deeper view and identified that executive grade employee feedback is much preferable in finding answers to the research questions. Therefore, target population of 2500 that includes senior executives, middle management and top management staff working for major Sri Lankan telecommunication operators (TRCSL statistics, 2018) are considered as suitable target group in collecting information.

3.6.1.2. Sampling

The technique of sampling referred in selecting certain elements from the identified research population that enable to draw a conclusion on entire population (Cooper and Schindler, 2003). Sampling is a method to draw the sample for research, which is vital in generalizing the findings, as it is not possible to examine the entire population in most cases (Nachmias and Nachmias, 1996). In other words, Sekaran (2004) explained that sample of the research is subject to the identified research population and only some elements from the research population form the sample, but not all. Sampling techniques are mainly into two categories i.e. probability and non-probability sampling. In the case of probability sampling, each participant or element get the equal chance of selecting. However, in non-probability sampling, the sample element should not be specifically a statistical representation of the research population. Considering the sampling techniques, random sampling is the simplest probability sampling (Sekaran, 2004).

The sampling plan aligned to quantitative technique. In order to achieve better results, stratified method is considered in sampling. Therefore, Transformation Management Team Members/GMs/HODs, DGMs/AGMs, Senior Managers, Managers and Engineers etc. are considered as smaller groups or STRATAs among the focused executive grade employees working for top three telecommunication operators. The rationale behind this is to get different opinions from each management level.

Under the stratified sampling method different sampling fractions given to different STRATA by considering the executive level staff distribution within the telecom industry and possible responders for each STRATA. Telecom operators maintain a greater number of engineers as executive level technical staff, hence higher sampling fraction given to engineers. In addition, second highest sampling fraction considered to manager level staff with different disciplines such as marketers, accountants, HR practitioners and other administration officers.

Table 5: Stratified Sampling Plan

STRATA	Description	Sampling Amount	Technique Used
STRATA 1	Transformation Management Team Members/GMs/Head of Department	24 participants	Quantitative
STRATA 2	DGMs/AGMs/Senior Managers	68 participants	Quantitative
STRATA 3	Managers	102 participants	Quantitative
STRATA 4	Engineers	136 participants	Quantitative

The STRATA 1, 2, 3 & 4 focused to approach through quantitative technique, which enables to collect different individual opinions and to quantify the findings. The sample size considered as 330 against the target population i.e. 2500 by considering 5% error margin. Among the selected sample 330 participants are focused to choose in random basis according to different STRATAs defined to follow quantitative method i.e. STRATA 1, 2, 3 & 4.

3.6.2 Data Collection

Quantitative technique of collecting data carries their own positives and negatives, where the exact method needs to consider with research background (Smith, 1981). Similarly, there is inevitable relation with the technique of data collection and the results obtained from the study. According to Bryman (2007), data collection method is a part of research design and the data collection technique is influenced by the comfortability of the researcher and the audience to collect the exact data in practical scenario, which triggers to find best output from the study. Any social research mainly focuses on two types of data collecting methods i.e. primary data collection and secondary data collection. The researcher used both methods to support the findings of the study.

3.6.2.1 Primary Data Collection

Normally primary data handled by the researcher to address the research problem (Malhotra, Dash, 2010). Primary data collect directly from the real world sources without any change information by interpreters (Walliman, 2005). This research focused in collecting primary data in inanimate form by covering various factors in the conceptual framework for measuring. Further, this study focuses on quantitative technique to collect data, therefore questionnaire model used in collecting primary data. In case of focusing quantitative technique, survey method is considered with the research design. The research study used the fully structured questionnaire to do the survey and the intelligent questions being distributed among the sample.

Personal contacts of the researcher and the professional links to the related telecom operators are used in distributing the research questionnaire. During the data collection process, questionnaire is distributed for a greater number of eligible responders under STRATA 1, 2, 3 & 4 and personally contacted them to receive the 330 number of expected responses. The questionnaire is distributed in two methods, where the questionnaire is created as a "Google Form" to email for the eligible responders and at the same time questionnaire is printed in hardcopy to distribute among some set of eligible responders. Both methods are used in getting the higher response rate for the questionnaire and the method of distributing the questionnaire is decided depending on the responder.

3.6.2.2 Secondary Data Collection

Secondary data is available in different forms, which collected for some other purpose, but not specifically for the research problem in hand (Malhotra and Dash, 2010). Secondary data is normally collected through any other source than the sources used in collecting primary data and the secondary data that collected through various sources has a greater value (Saunders, Lewis and Thornhill, 2003).

In this study, secondary data also considered to support the findings and the secondary data is gathered through professional magazines, publishes company reports, industrial reports including TRCSL data, newspaper articles, government surveys, competitor information, published transformational reports of different telecom operators, books and periodic analysis of telco operators etc. In addition, internet has being identified as the major source, which used in gathering secondary data for the study. However, Walliman (2005) emphasized the possible errors that may occur in secondary data. Therefore, secondary data is gathered only through the reliable sources for this study.

3.6.3 Design of the Questionnaire

The questionnaire considered as primary data collection method and focused to cover the research sample that includes different management levels of key telecom operators in Sri Lanka. In order to design the research questionnaire face-to-face depth interviews were conducted by identifying four executive level individuals working under each STRATA 1, 2, 3 & 4. Further three group discussions conducted with managers and engineers, where in minimum two manager and two engineers participated for each group discussion in understanding the practical background, emotions and opinions aligning to the research topic. The feedback received from the above face-to-face discussions and group discussions are used to improve the questionnaire, which developed using the research operational model. The researcher has developed the questionnaire mainly in two parts and the questionnaire consists of 50 questions. The first part of the questionnaire allocated with eight questions to measure the demographic data and the responders' experience of participating for organisation transformation programs, where the eight questions are compulsory in the research questionnaire. The second part of the questionnaire is used to measure the independent, mediating and depending variables i.e. organisation transformation, organisation culture and market orientation respectively. As per the conceptual framework, independent variable consists of five transformational factors i.e. leadership, resources, structure, systems and innovations. Therefore, 42 questions are used in part two of the questionnaire for measuring variables by allocating six questions for each transformational factor, organisation culture and market orientation. The five point Likert scale is used in designing the part two of the questionnaire (Appendix 3.0), where the responders can provide their feedback accordingly.

3.6.4 Pilot Study

The pilot study is an important tool in research that helps to evaluate the data collection method and find any mistakes or miscomprehension of the questionnaire (Gerson and Horowitz, 2002). In other words, pilot study is used to fine-tune the research questionnaire. The pilot study is conducted by randomly selecting 30 responders from the research sample that belongs to top three telecom operators in Sri Lanka. The feedback received from the pilot study is used to change the questionnaire slightly for better understanding of the responders. Based on the received responses, internal consistency of research questions are tested using the Cronbach's Alpha, composite reliability. Further simple statistical techniques such as Mean and Standard Deviation used to measure the range and accuracy of the statements.

Table 6: Mean & Standard Deviation Results of the Pilot Study

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organisation Leadership	30	3.17	5.00	4.2833	.41787
Organisation Resources	30	2.50	4.83	3.7667	.56664
Organisation Structure	30	2.67	5.00	3.9667	.62422
Organisation Systems	30	3.33	5.00	4.1222	.53235
Organisation Innovation	30	2.83	4.83	3.9556	.47532
Organisation Culture	30	2.83	4.83	3.8333	.53247
Market Orientation	30	2.50	4.50	3.6278	.50607
Valid N (list wise)	30				

Table 7: Pilot Study Reliability Statistics

	Cronbach's Alpha	Composite Reliability
Leadership	0.505	0.684
Resources	0.753	0.807
Structure	0.783	0.833
Systems	0.747	0.824
Innovation	0.654	0.785
Culture	0.709	0.803
Market Orientation	0.625	0.776

The average feedback given by each responder to the questions under each factor or variable is considered to find the mean and standard deviation. According to the pilot study, each variable or factor has shown acceptable mean and standard deviation, which differs according to the responders thought process. The table 6 even shows the minimum and maximum average values received for six questions under each variable or factor. Further, the Cronbach Alpha testing shown in the table 7 for each variable is over 0.5, which can be expressed as acceptable (Taber, 2016; Griethuijsen, et al., 2014). Only leadership factor shows Cronbach alpha as 0.505, where other factors highlight over 0.6 and 0.7 value. Composite Reliability of leadership factor shown as 0.684 which is nearly 0.7 and considered as a good composite reliability measure. Composite reliability of all the factors or variables are almost over 0.7 that highlighted as a good reliable questionnaire (Fornell and Larcker, 1981).

Considering the Cronbach Alpha and Composite Reliability values of each factor or variable indicates the consistency of the data. In other words, Cronbach Alpha and Composite Reliability test emphasized that the prepared questionnaire provides the ability for the responders to choose different options according to their individual thoughts and to measure the factors and variables effectively. Therefore, statistics of the pilot study highlighted the reliability of the data set in which it made to accept the pilot study results. The acceptance of the pilot study made to move forward in collecting the quantitative data through the questionnaire.

3.7 Data Analysing Method

The data collected through quantitative method is fed into the analytical tool using the below coded values.

Table 8: Data Analysing Coding

Likert Scale Responses	Value
Strongly Agree / Very Important	5
Agree / Important	4
Moderate	3
Disagree / Not Important	2
Strongly Disagree / Not Important At All	1

Therefore, coded data is directed to statistical and descriptive analytical methods for analysing. The research analysis used SPSS 22 and Smart PLS 3.0 as statistical tools to analyse the statistical data. The analysing techniques such as frequency table, frequency distribution, histogram, pie charts, mean and standard deviation etc. are taken into consideration in analysing the behaviour of the collected data for each research question. Similarly, techniques such as correlation and f Square value are used to analyse the relationship between the variables identified in hypothesis testing (Harrell, 2001). In addition, Smart PLS analysing tool is used to examine the path coefficient of independent variables towards mediating and dependent variables as well as mediating variable to dependent variable, which highlights the relationship effectiveness between the variables. Further, Bootstrapping calculation in Smart PLS is used to analyse the indirect path independent variables towards the dependent variable, which even enables to examine the mediating effect of organisation culture towards the independent and dependent variables.

4.0 Data Analysis

4.1 Introduction

The chapter focuses on analysing the collected data in detail to elaborate more on the results or the key findings. As the research focuses on quantitative data set, mainly quantitative data used to elaborate the research findings and discussion. However, secondary data is used when necessary to support the findings. Questionnaire is distributed among 600 and above individuals. First 330 responses received according to the stratified sampling mentioned in the research method (Table 5) was selected for data analysis under quantitative technique. The research analysis first continues analysing demographics data of the responders. For analysing the demographic data, SPSS 22 statistical tool is mainly used. Secondly, it focused on analysing the responses for each question under independent, dependent and mediating variables. For analysing each question under different variables many measures are used such as mean, standard deviation, histograms etc. Furthermore, the research analysis continues with hypotheses testing to find the relationship between variables, where the correlation, bootstrapping and other measures are used. Smart PLS statistical software is used in analysing the hypotheses and relationship effectiveness between variables.

4.2 Responses Demographics

4.2.1 Responders Gender & Designation

Table 9: Responders Gender Demographics

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	118	35.8	35.8	35.8
	Male	212	64.2	64.2	100.0
	Total	330	100.0	100.0	

First 330 responses received from the questionnaire according to the stratified sampling is used for the analysis. According to the considered data for analysing, 35.8% are female and 64.2% are male. Out of 118 female responders, 50% of the managers, 25% of the engineers are female; more than 35% female are working as DGM/AGM/Senior managers and 33.3% working as GM/Head of department. Therefore, female contribution to the executive levels of the telecommunication industry in Sri Lanka is considerably good as a service industry.

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Table 10: Responders Designation Levels

Which designation you hold?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Engineer	136	40.9	40.9	40.9
	Manager	102	31.2	31.2	72.1
	DGM/AGM/Senior Manager	68	20.6	20.6	92.7
	GM/Head of department	24	7.3	7.3	100.0
	Total	330	100.0	100.0	

Figure 14: Responders Gender wise designation distribution

4.2.2 Age Category

Table 11: Responders Age Category

Which age category you belongs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Age 21 - 30	22	6.7	6.7	6.7
	Age 31 - 40	163	49.4	49.4	56.1
	Age 41 - 50	100	30.3	30.3	86.4
	Age 51 - 60	45	13.6	13.6	100.0
	Total	330	100.0	100.0	

According to the age category, 49.4% of the responders under age 31 to 40 middle age. It is acceptable as more portion of the responders are managers and engineers level executives.

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4.2.3 Working Experience in the Telecommunication Sector

Table 12: Responders Working Experience

How long you have been working for Sri Lanka Telecom sector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 1 to 5 Years	38	11.5	11.5	11.5
	Between 5 to 10 Years	82	24.8	24.8	36.4
	More Than 10 Years	210	63.6	63.6	100.0
	Total	330	100.0	100.0	

According to the responders, over 63.6% of the responders have working experience for more than 10 years and 24.8% of the responders have working experience between 5 to 10 years in the Sri Lankan telecommunication industry. The above working experience of the responders shows that collected data may provide better output for the research questionnaire.

4.2.4 Education Qualifications

Figure 15: Responders Educational Qualifications

As per the responses, some officials have responded that they have undergone multiple educational qualifications. However, according to the data, 177 individuals have achieved Masters level education out of 330 responders, which is 53.6% and another 53 responders have achieved postgraduate diploma. Furthermore, many have achieved university degree and 33 responders started their education from diploma and completed their degree or professional qualification such as chartered engineer, chartered marketer, chartered accountant, project management etc.

Only six responders have stopped education in diploma level and promoted to manager level with experience. Overall, it highlights that telecommunication sector executive employees are educated and improved their level of qualification over professional qualifications.

4.2.5 Participation for Organisation Transformations

In order to receive better research output, analysed data selected from the first 330 members who witnessed an organisation transformation in the telecom sector. Responders were given the privilege to select multiple choices according to their participation for transformation programs. Accordingly, Functional or Structural Transformation, Digital Transformation and Business Process Transformation are the programs which most responders have participated.

Table 13: Witnessed Transformation Programs

Transformation Participated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business process transformation	163	20.1	20.1	20.1
	Cultural transformation	103	12.7	12.7	32.8
	Digital Transformation	207	25.5	25.5	58.3
	End-to-End companywide transformation	38	4.7	4.7	63.0
	Functional or structural transformation	245	30.2	30.2	93.2
	Overall performance improvement	55	6.8	6.8	100.0
	Total	811	100.0	100.0	

4.2.6 Number of past transformations in the organisation

Table 14: Past Organisation Transformation of the Company

According to your experience, how many organisation transformation and change initiatives took place in your organisation for the past 15 years?

		Frequency	Percent	Valid Percent	Cumulative Percent
	One	22	6.7	6.7	6.7
	Two	62	18.8	18.8	25.5
Valid	Three	76	23.0	23.0	48.5
	More than Three	170	51.5	51.5	100.0
	Total	330	100.0	100.0	

As per the 74.5% responders, their telecommunication companies have undergone three or more than three transformations programs during past 15 years, which validate the part of research background, 'why many transformation programs take place in the telecom sector?'
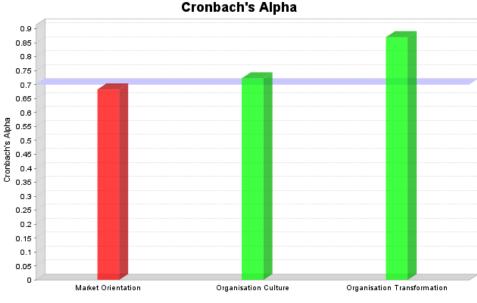
4.3 Data Reliability

Table 15: Cronbach Alpha Testing (Source: SmartPLS 3.0)

	Cronbach's Alpha
Market Orientation	0.683
Organisation Culture	0.722
Organisation Transformation	0.870

Table 16: Cronbach Alpha Values of Transformational Factors (SmartPLS 3.0)

	Cronbach's Alpha
Leadership	0.575
Resources	0.658
Structure	0.622
Systems	0.697
Innovation	0.609

Figure 16: Cronbach Alpha Reliability Testing Graph (SmartPLS 3.0)

Organisation transformation, which includes 30 questions under independent variables covering five transformational factors and organisation culture, which includes six questions, shows a good Cronbach Alpha value (Table 15). However, market orientation has received satisfactory level of Cronbach alpha value 0.683 (Taber, 2016; Griethuijsen, Eijck, Haste, Brok, Skinner and Mansour, 2014). Similarly, Table 16 highlights the Cronbach Alpha value for transformational factors addressed as the independent variables. According to Taber (2016) and Griethuijsen, et al. (2014), Cronbach Alpha value over 0.5 can be expressed as acceptable. Even though leadership received poor Cronbach Alpha value, data received for the questionnaire can be considered as reliable.

Table 17: Composite Reliability Testing (Source: SmartPLS 3.0)

	Composite Reliability
Market Orientation	0.792
Organisation Culture	0.812
Organisation Transformation	0.887

Table 18: Composite Reliability Values of Transformation Factors (Source: SmartPLS 3.0)

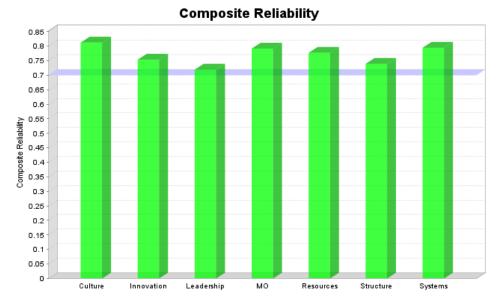|	Composite Reliability
Leadership	0.719
Resources	0.777
Structure	0.739
Systems	0.795
Innovation	0.753

Figure 17: Composite Reliability Testing Graph (Source: SmartPLS 3.0)

Cronbach Alpha coefficient is mostly used estimator to test the reliability of the data. However, it has been criticized as being a lower bound and underestimate the true reliability as it focus on the average measure of internal consistency (Peterson and Kim, 2013), which assume all factor loadings and average variance are equal. Composite reliability is a new alternative calculated with Structural Equation Modelling (SEM). Composite Reliability indicated the reliability through shared variance among the variables (Brunner and Süß, 2005). Accordingly, composite reliability highlights values above 0.7 for all transformational factors (Table 18), organisation transformation as a whole, organisation culture as well as market orientation (Table 17). Therefore, Cronbach Alpha and Composite Reliability values for all variables highlights that the collected data is internally consistent and reliable.
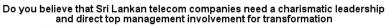
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4.4 Independent Variables Data Analysis

The research focuses on five key transformational factors under independent variables i.e. organisational leadership, organisational resources, organisational structure, organisational systems and organisational innovation. As per the designed questionnaire, six questions are assigned to each independent variable. Responses for each question is analysed under independent variables data analysis.

4.4.1 Organisational Leadership

Q1: **Do you believe that Sri Lankan telecom companies need a charismatic leadership and direct top management involvement for transformation?**

Table 19: Charismatic Leadership (Source: SPSS 22)

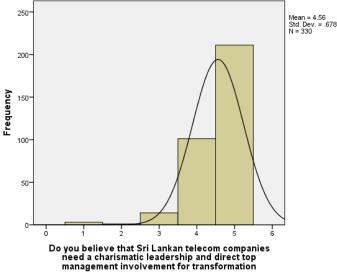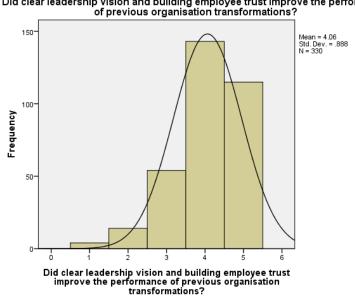|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	.9	.9	.9
	Disagree	1	.3	.3	1.2
	Moderate	14	4.2	4.2	5.5
	Agree	101	30.6	30.6	36.1
	Strongly Agree	211	63.9	63.9	100.0
	Total	330	100.0	100.0	

Figure 18: Charismatic Leadership (Source: SPSS 22)

According to the responses, over 94.5% responders have responded as "Agree" or above, on the statement that Sri Lankan telecommunication companies need charismatic leadership from top management to drive a transformation with direct involvement.

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The responses show high mean of 4.56 with low standard deviation of 0.678, which emphasized that most telecommunication employee in Sri Lanka expecting a charismatic leadership to drive a transformation program. According to Jayakody (2008), most of the Sri Lankans expect a leader to be more sensitive to the culture, business environment and the needs of employees.

Q2: Did clear leadership vision and building employee trust improve the performance of previous organisation transformations?

Table 20: Leadership Vision and Building Employee Trust (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.2	1.2	1.2
	Disagree	14	4.2	4.2	5.5
	Moderate	54	16.4	16.4	21.8
	Agree	143	43.3	43.3	65.2
	Strongly Agree	115	34.8	34.8	100.0
	Total	330	100.0	100.0	

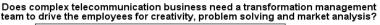**Figure 19: Leadership Vision and Building Employee Trust (Source: SPSS 22)**

Over 78% of responders have agreed that clear leadership vision and creating a trust between the employees have helped to improve the previous transformation performance of the Sri Lankan telecom sector companies. However, 16.4% are moderate and 5.5% disagreeing with the statement. The mean value is 4.06 and the standard deviation is 0.888.

Even though data set is distributed 0.888 deviation from the mean, the normal curve tends towards positive. Selvarajah, Meyer, Jayakody and Sukunesan (2020) found over a study that clear decision making and guidance of a leader is well valued by Sri Lankan managers. In other way around most employees in the telco industry would also interest to follow a leader with clear guidance and leadership trust, which may also result to improve the employee involvement in transformation.

Q3: Does complex telecommunication business need a transformation management team to drive the employees for creativity, problem solving and market analysis?

Table 21: Need of Transformation Management Team for Complex Transformation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.6	.6	.6
	Disagree	5	1.5	1.5	2.1
	Moderate	24	7.3	7.3	9.4
	Agree	169	51.2	51.2	60.6
	Strongly Agree	130	39.4	39.4	100.0
	Total	330	100.0	100.0	

Figure 20: Need of Transformation Management Team for Complex Transformation (Source: SPSS 22)

Telecommunication industry is very complexed and telecom sector has become a major supportive service industry in the Sri Lankan competitive business environment (De-Rosbo, 2020). Therefore, 90.6% of the responders have agreed for the necessity of a transformation management team to drive the employees during a transformation program due to its complex operation in nature, where a leader need a support to drive the transformation to success.

The feedbacks for the question highlighted a high mean of 4.27. The responses have varied 0.713 standard deviation from the mean value and the normal curve tends towards positive. Overall most of the responders are agreeing to the statement and expecting a transformation management team to drive the employees for problem solving, creativity, analysing the market as a support to organisation transformation success.

Q4: Did leadership effort in building innovative entrepreneurial business environment improved the performance rate of previous transformations?

Table 22: Leadership Involvement in Building Entrepreneurial Business Environment (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.5	1.5	1.5
	Disagree	14	4.2	4.2	5.8
	Moderate	77	23.3	23.3	29.1
	Agree	147	44.5	44.5	73.6
	Strongly Agree	87	26.4	26.4	100.0
	Total	330	100.0	100.0	

Figure 21: Leadership Involvement in Building Entrepreneurial Business Environment (Source: SPSS 22)

The results for the statement highlight a mean value of 3.9. The responses are distributed between 0.892 deviations from the mean. The feedback for the statement shows considerably high moderate responses as 23.3% and 5.8% of the responses are "disagree" or "strongly disagree". The responses also emphasized some efforts taken by certain leaders to develop entrepreneurial business environment has not influenced previous transformations.

In other words, considerable amount of leadership efforts are failed to improve performance of previous transformation programs through building entrepreneurial business environment in telco sector (Kearney, 2015). However, leadership style, organisation culture and the objectives of organisation transformation program may influence on the effectiveness of leadership effort in building innovative entrepreneurial business environment towards supporting transformation programs.

Q5: How do you rate the importance of direct leadership empowerment to build new thinking and admire employee achievements in Sri Lankan telco environment?

Table 23: Importance of Direct Leadership Empowerment (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Important	1	.3	.3	.3
	Moderate	16	4.8	4.8	5.2
	Important	126	38.2	38.2	43.3
	Very Important	187	56.7	56.7	100.0
	Total	330	100.0	100.0	

Figure 22: Importance of Direct Leadership Empowerment (Source: SPSS 22)

Nearly 94.9% of the responders have given positive responses for the statement with a high mean value of 4.51 and lower standard deviation, which emphasized that responses are not spread from the mean. Therefore, it proves that leadership empowerment as an important factor to encourage new thinking and responsibilities of employees to achieve the targets within the Sri Lankan telco industry.

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Q6: More responsibility and decision making power given to functional teams of a telco lead for successful transformation?

Table 24: Responsibilities to Functional Teams for Successful Transformation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	1	.3	.3	.6
	Moderate	35	10.6	10.6	11.2
	Agree	135	40.9	40.9	52.1
	Strongly Agree	158	47.9	47.9	100.0
	Total	330	100.0	100.0	

Figure 23: Responsibilities to Functional Teams for Successful Transformation (Source: SPSS 22)

The above frequency table and histogram expressed 88.8% of the responders are given supportive feedback for the statement, which result considerably high mean value of 4.36 and lower standard deviation of 0.736. Therefore, normal curve of the histogram also tends towards positive side. According to the above results, it has proved that most employees believe functional team operation with responsibilities or creating business units may be a positive case to support for the success of a transformation (Muenjohn and Armstrong, 2007). As per the Sri Lankan telecommunication industry, most employees expect a visionary leader with a vision to drive them in the competitive environment. Similarly, most employees expect a leader who can build the trust on employees, who can value the organisation culture needs and demands of employees as well as who value managerial behaviour (Selvarajah et al., 2020). The same leadership qualities have become important during a transformation.

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4.4.2 Organisational Resources

Organisational resources is a blend of financial and non-financial resources. It can be further categorize into organisational funding capacity, infrastructure and human capital to focus on organisational operations and transformation.
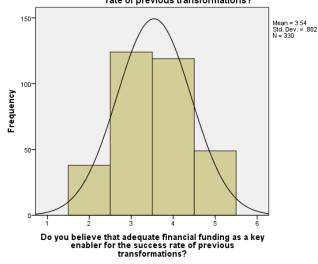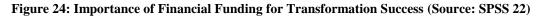
Q1: Do you believe that adequate financial funding as a key enabler for the success rate of previous transformations?

Table 25: Importance of Financial Funding for Transformation Success (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	38	11.5	11.5	11.5
	Moderate	124	37.6	37.6	49.1
Valid	Agree	119	36.1	36.1	85.2
	Strongly Agree	49	14.8	14.8	100.0
	Total	330	100.0	100.0	

Figure 24: Importance of Financial Funding for Transformation Success (Source: SPSS 22)

According to David (2020), financial funding is a journey, which organisation should practice with discipline on how they spend for investment. The funding capability is much important in implementing organisation transformation. The results show 50.9% of the responders have said "Agree" and "Strongly Agree" for the above statement. The histogram shows 3.54 mean. The data is distributed 0.882 standard deviation away from the mean value. However, moderate responses (37.6%) and disagree responses (11.5%) are quite high that highlights a considerable number of employees are not happy on the statement.

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The result may give an idea that financial funding is not adequately considered during previous organisation transformation carried out. The same emphasized that low financial funding must have definitely affected previous organisation transformation success.

Q2: Do you believe that organisational infrastructure arrangement improved the success rate of previous transformations?

Table 26: Influence of Organisational Infrastructure on Transformation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	18	5.5	5.5	5.5
	Moderate	103	31.2	31.2	36.7
	Agree	179	54.2	54.2	90.9
	Strongly Agree	30	9.1	9.1	100.0
	Total	330	100.0	100.0	

Figure 25: Influence of Organisational Infrastructure on Transformation (Source: SPSS 22)

Azadeh, Afshari-Mofrad and Khalojini (2012) as well as Wang, et al. (2013) have emphasized the importance of organisational infrastructure setting to drive the organisation change or a transformation program. According to the responses received through the questionnaire, 63.2% of the feedbacks are Agreeing or Strongly Agreeing, while 36.7% are not much happy on the infrastructure arrangement during the previous transformations. Similarly, histogram also shows low mean value with low standard deviation of 0.717. However, the responses have varied from Disagree level to the Strongly Agree level. Employees must have different views against multiple organisation transformations carried out in their respective organisations on infrastructure support during a transformation.

Telecommunication organisation transformations can be quite complex with the transformation objectives, therefore the results emphasized that management decisions need to revisit on infrastructure supportive, while implementing a transformation program.

Q3: Do you believe employee resourcefulness for managing knowledge, technology know-how and handling different situations supported success rate of previous transformations?

Table 27: Importance of Organisation Resourcefulness for Transformation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	3.0	3.0	3.0
	Moderate	41	12.4	12.4	15.5
	Agree	191	57.9	57.9	73.3
	Strongly Agree	88	26.7	26.7	100.0
	Total	330	100.0	100.0	

Figure 26: Importance of Organisation Resourcefulness for Transformation (Source: SPSS 22)

Organisation transformation is a planned change program, where different situations need to be managed effectively during a transformation implementation. Therefore, employee ability to face different situations with knowledge and technology know-how is much important specially in telecom sector. Accepting the above statement 57.9% and 26.7% have Agree and Strongly Agree that employee's resourcefulness as an important element for the success rate of previous transformations. In addition, high rate of positive responses communicates that telcos have done considerable effort to develop employee knowledge to face transformations.

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Q4: Does organisational transformation and change implementation motivate employees to hold more roles, responsibilities and encourage employees for tailor made training?

Table 28: Influence of Organisation Transformation on Employee Motivation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	9	2.7	2.7	3.0
	Moderate	77	23.3	23.3	26.4
	Agree	172	52.1	52.1	78.5
	Strongly Agree	71	21.5	21.5	100.0
	Total	330	100.0	100.0	

Figure 27: Influence of Organisation Transformation on Employee Motivation (Source: SPSS 22)

Even though more responders have given more positive feedback on the importance of organisation resourcefulness towards the transformation implementation, 26.4% of the employees are moderate and disagreeing with the above statement, which emphasized that transformations took place in the Sri Lankan telecom sector has not properly contributed to motivate employees for holding more responsibilities. The responses received for the statement show 3.92 mean value, where the data set is poorly distributed among the mean value with a standard deviation of 0.762.

Therefore, it is important for top management to reconsider in giving the opportunity for the employees to hold more responsibilities and think beyond by training themselves to put more effort for transformation success.

Q5: How far do you agree to the organisational employee hiring criteria aligned with educational qualification and telecom industry experience?

Table 29: Importance of Employee Hiring criteria (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	5	1.5	1.5	1.5
	Disagree	24	7.3	7.3	8.8
Valid	Moderate	63	19.1	19.1	27.9
	Agree	150	45.5	45.5	73.3
	Strongly Agree	88	26.7	26.7	100.0
	Total	330	100.0	100.0	

Figure 28: Importance of Employee Hiring criteria (Source: SPSS 22)

45.5% of the responders have agreed and 26.7% of the responders have strongly agreed that employee hiring criteria is according to the telecom industry standards. However, comparatively high moderate and disagreement rate (27.9%) is shown for the Sri Lankan telecom companies hiring criteria. The responders' feedback has resulted comparatively low mean value of 3.88. The data is distributed 0.935 standard deviation away from the mean.

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The responses have varied in full range from "strongly agree" to "strongly disagree" to this statement. Telecommunication is mostly a technology-based industry and non-technical staff may not much satisfied in the industry, where it should be considered by the top management in future for the success of the industry.

Q6: Do you agree that rewards and performance criteria enhanced employee commitment in implementing previous transformation programs?

Table 30: Influence of Rewards and Performance Criteria on Transformation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	26	7.9	7.9	8.2
	Moderate	77	23.3	23.3	31.5
	Agree	142	43.0	43.0	74.5
	Strongly Agree	84	25.5	25.5	100.0
	Total	330	100.0	100.0	

Figure 29: Influence of Rewards and Performance Criteria on Transformation (Source: SPSS 22)

68.5% responders have accepted with positive response on the rewards and performance criteria specified in the telecommunication companies in Sri Lanka, which is positively influenced on improving employee commitment (Edirisooriya, 2014), during previous organisation transformations. However, 31.5% responses are moderate and negative on the same statement, which result 3.85 average value given to the statement out of 5 and the data is distributed 0.901 standard deviation away from the mean value.

Even though the normal curve tends towards positive, overall responses varied in full range. In addition, comparatively high moderate and negative responses emphasized that rewards may not be the only concern to improve employee commitment towards the Sri Lankan telecom sector transformation or rewards and performance criteria need to be relooked while implementing a transformation program.

4.4.3 Organisational Structure

Q1: Do you agree that organisational structure should be re-looked when implementing transformation of Sri Lankan telcos?
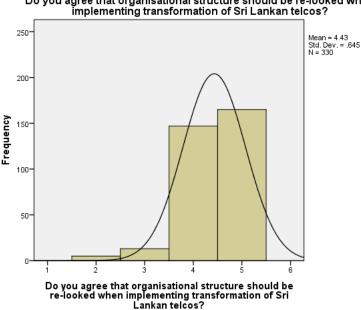
Table 31: Aligning Organisation Structure for Transformation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	5	1.5	1.5	1.5
	Moderate	13	3.9	3.9	5.5
Valid	Agree	147	44.5	44.5	50.0
	Strongly Agree	165	50.0	50.0	100.0
	Total	330	100.0	100.0	

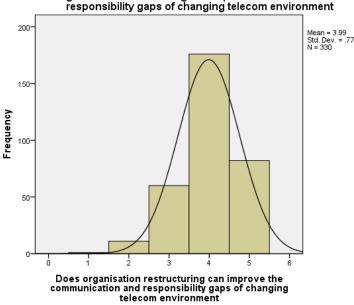**Figure 30: Aligning Organisation Structure for Transformation (Source: SPSS 22)**

From the past Sri Lankan industrial experience including telecommunication industry, organisation structural changes are considered in facilitating organisation change and transformation. Such dialogue is taken place in Sri Lankan telecom industry for many times in enhancing work place cooperation (Harigopal, 2001; Chandrathilleke, 1997).

The responses also supported the same, where 94.5% employees have responded positive on the statement that highlights a high mean of 4.43 with very low standard deviation. The data set is not distributed much away from the mean. Therefore, it is always better to relook on the organisation structure to support before implementing any organisation transformation in the telecom sector.

Q2: Does organisation restructuring can improve the communication and responsibility gaps of changing telecom environment?

Table 32: Organisation Restructuring for Telco Environment Change (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	1	.3	.3	.3
	Disagree	11	3.3	3.3	3.6
Valid	Moderate	60	18.2	18.2	21.8
	Agree	176	53.3	53.3	75.2
	Strongly Agree	82	24.8	24.8	100.0
	Total	330	100.0	100.0	

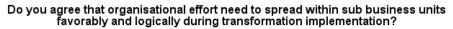**Figure 31: Organisation Restructuring for Telco Environment Change (Source: SPSS 22)**

According to the sample 53.3% responders have agreed and 24.8% responders have strongly agreed for the statement, while 18.2% are neutral and 3.6% of the responders are disagree and strongly disagree, that result 3.99 mean with data distributed 0.77 standard deviation away from mean.

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Even though positive responses are more to the statement, it is always better Sri Lankan telecommunication top management reconsider on organisational structure during a transformation program to improve the organisational communication and responsibility gaps, as neutral responses are comparatively high.

Q3: Do you agree that organisational effort need to spread within sub business units favourably and logically during transformation implementation?

Table 33: Effective Usage of Sub Business Units during Transformation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	1	.3	.3	.3
	Disagree	1	.3	.3	.6
Valid	Moderate	31	9.4	9.4	10.0
	Agree	206	62.4	62.4	72.4
	Strongly Agree	91	27.6	27.6	100.0
	Total	330	100.0	100.0	

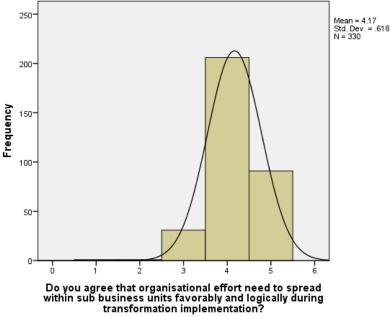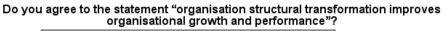Figure 32: Effective Usage of Sub Business Units during Transformation (Source: SPSS 22)

Organisation structure should be used to spread the responsibility among the sub business units or divisions logically to make divisions accountable for divisional performance as well as company's strategic direction (Kaplan and Norton, 2006). Supporting the statement 90% of the responders have agreed and strongly agreed on the statement.

In other words, it highlights that organisation transformation need to plan by focusing on the capabilities and scope of each business unit, which communicate an important message to top management of telecom operators in Sri Lanka.

Q4: Do you agree to the statement, "Organisation structural transformation improves organisational growth and performance"?

Table 34: Structural Transformation for Organisational Growth (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	11	3.3	3.3	3.6
	Moderate	74	22.4	22.4	26.1
	Agree	157	47.6	47.6	73.6
	Strongly Agree	87	26.4	26.4	100.0
	Total	330	100.0	100.0	

Figure 33: Structural Transformation for Organisational Growth (Source: SPSS 22)

It is a known fact that organisation structural transformation can lead to improve the organisation performance and growth. Supporting the same almost 74% of the responders from the sample have given positive response for the above statement, but nearly 26% of the responders are neutral and negative on the above statement that resulted normal curve tends towards positive side with distributing data 0.806 standard deviation away from the mean.

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Considerably higher responses have received as moderate to the above statement may be the reason of some employee's negative experiences on previous organisation structural transformations. Therefore, it carries a message for the top managements to consider on the future organisation structural transformation initiatives and its alignment for organisation strategic objectives.

Q5: Does organisation structural alignment improve business agility and responsiveness in previous transformation implementation?

Table 35: Structural Transformation for Organisation Agility and Responsiveness (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	24	7.3	7.3	7.3
	Moderate	115	34.8	34.8	42.1
Valid	Agree	158	47.9	47.9	90.0
	Strongly Agree	33	10.0	10.0	100.0
	Total	330	100.0	100.0	

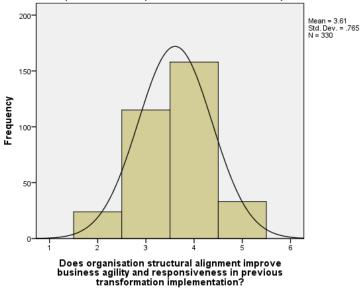**Figure 34: Structural Transformation for Organisation Agility and Responsiveness (Source: SPSS 22)**

According to Alavi, Wahab, Muhamad and Shirani (2014), organisation structure influences on work force agility, which in turn improves the organisation agility and responsiveness that will be a definite advantage to face the competitive business world similar to telecommunication. Even though 57.9% of the responders have agreed for the statement and 34.8% have replied as moderate.

Similarly, another 7.3% of the responders are disagreeing with the statement, which resulted a low mean value of 3.61 for the question. This in turn conveys an important message to telecom operators', because results even indicate structural alignment during the previous transformations were not supportive for transformation success.

Q6: Do you believe that emerging virtual office concepts creates more responsive work force within the Sri Lankan telecommunication organisation structure?

Table 36: Virtual Office Concept for Responsive Work Force (Source: SPSS 22)

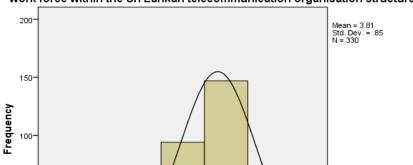|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.6	.6	.6
	Disagree	17	5.2	5.2	5.8
	Moderate	94	28.5	28.5	34.2
	Agree	147	44.5	44.5	78.8
	Strongly Agree	70	21.2	21.2	100.0
	Total	330	100.0	100.0	

Figure 35: Virtual Office Concept for Responsive Work Force (Source: SPSS 22)

Virtual office concept has positives, which make employees happy with work life balance (Meunier, 2020) and some organisations face challenges with the same concept due to the issues in quality of employee work and difficulty in managing operations (Zhang, 2016). However, accepting the above as a positive sign from employees end, most responders (65.7%) have agreed and strongly agreed for the statement.

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However, considerably high level of responders are not positive with the above virtual office concept that shows in the frequency Table 36, as 28.5% moderate, 5.8% disagree and strongly disagree. The above results may due to many reasons, where telecommunication as a complex business operation may not able to continue without proper human interactions or conduct maintenance activities of the telecom sector using virtual office concept or work from home concept. Nevertheless, telecom operator always could decide the divisions or business units that can implement virtual office concept to use the maximum output.

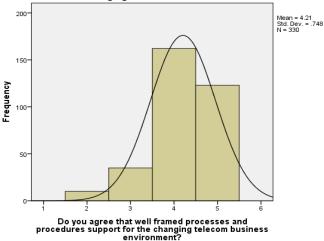### 4.4.4 Organisational Systems

Organisation systems are important for service industries such as telecommunication. The importance of organisational processes, procedures, communication channels and new digital platforms, information flow, technology usage as well as supply chain technology are discussed under organisational systems.

Q1: Do you agree that well framed processes and procedures support for the changing telecom business environment?

Table 37: Processes and Procedures Support for Changing Telecom Environment (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	10	3.0	3.0	3.0
	Moderate	35	10.6	10.6	13.6
Valid	Agree	162	49.1	49.1	62.7
	Strongly Agree	123	37.3	37.3	100.0
	Total	330	100.0	100.0	

Figure 36: Processes and Procedures Support for Changing Telecom Environment (Source: SPSS 22)
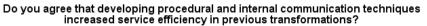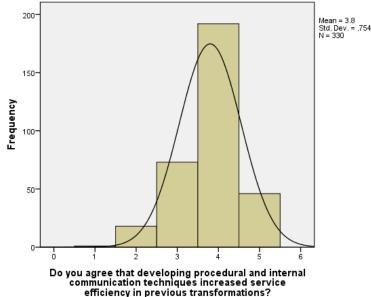
136

Telecommunication business environment is frequently changing with new technology and market demands (Jaaron and Beshtawi, 2014). Following the well-framed processes and procedures in new ways could support to face the changing business environment (Davidson, 2002). Similarly, 86.4% of the responders have given positive responses for the above statement as "Agree" and "Strongly Agree", which results higher mean value score 4.21 for the question. However, data is not distributed considerably away from the mean, as more responses are positive. Considering the above results, most of the responders would have focused on the importance of well-framed processes to support in catering any changing business environment needs.

Q2: Do you agree that developing procedural and internal communication techniques increased service efficiency in previous transformations?

Table 38: Influence of Internal Communication Techniques on Transformation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	18	5.5	5.5	5.8
	Moderate	73	22.1	22.1	27.9
	Agree	192	58.2	58.2	86.1
	Strongly Agree	46	13.9	13.9	100.0
	Total	330	100.0	100.0	

Figure 37: Influence of Internal Communication Techniques on Transformation (Source: SPSS 22)
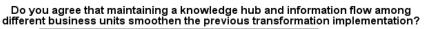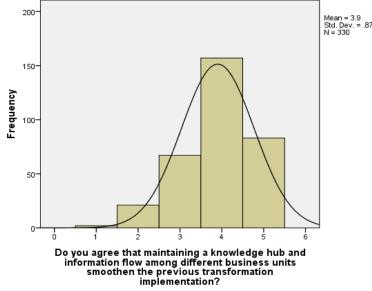
137

It is a known fact that internal communication techniques are important for implementing a transformation program in any industry. According to the given feedback, 13.9% and 58.2% responded as "Strongly Agree" and "Agree" respectively, which highlighted a 3.8 mean value. The data distributed 0.754 standard deviation away from the mean. However, considerably high responses received as moderate (22.1%) for the above statement, while 5.8% responders provided negative feedback on the communication techniques used in previous transformation programs for increasing the efficiency. Therefore, high moderate and negative results deliver an important message to top management officials in Sri Lankan telecom operators to consider internal communication techniques when implementing transformation programs.

Q3: Do you agree that maintaining a knowledge hub and information flow among different business units smoothen the previous transformation implementation?

Table 39: Importance of Knowledge and Information Flow for Transformation (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.6	.6	.6
	Disagree	21	6.4	6.4	7.0
	Moderate	67	20.3	20.3	27.3
	Agree	157	47.6	47.6	74.8
	Strongly Agree	83	25.2	25.2	100.0
	Total	330	100.0	100.0	

Figure 38: Importance of Knowledge and Information Flow for Transformation (Source: SPSS 22)

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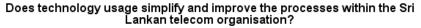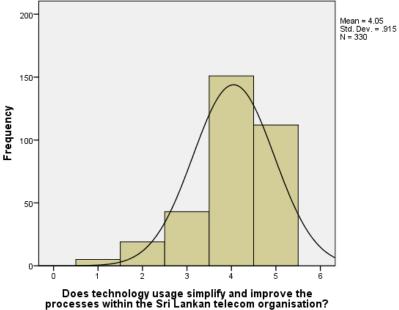Nearly 72.7% of responses are positive on information flow and knowledge sharing setup used among different divisions within organisations towards supporting previous organisation transformations. However, 27.3% responders are moderate and not happy with the same considering on the previous transformation experience. Information flow among divisions or business units are much important to synchronize the teams to work for a common goal (Tang and Gao, 2012), therefore it is much better to learn from the previous practises to improve the communication mechanisms to support future transformations.

Q4: Does technology usage simplify and improve the processes within the Sri Lankan telecom organisations?

Table 40: Effectiveness of Technology Usage on Improving Processes (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.5	1.5	1.5
	Disagree	19	5.8	5.8	7.3
	Moderate	43	13.0	13.0	20.3
	Agree	151	45.8	45.8	66.1
	Strongly Agree	112	33.9	33.9	100.0
	Total	330	100.0	100.0	

Figure 39: Effectiveness of Technology Usage on Improving Processes (Source: SPSS 22)
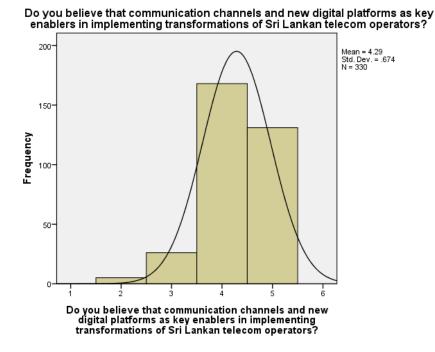
139

Vitez (2019) emphasized the importance of technology in improving business activity. The new technology embedded with software has a greater impact on improving communication among employees and improve the efficiency of organisational processes. According to received responses 33.9% of responders have strongly agreed, 45.8% have agreed on the above statement, while 13% have neutral view and 7.3% are negative with disagree and strongly disagree feedbacks. Even though normal curve tends towards positive, data is distributed 0.915 standard deviation away from the mean value. However, the results highlighted that Sri Lankan telecom operators have the opportunity for further improvement of processes by using the technology.

Q5: Do you believe that communication channels and new digital platforms as key enablers in implementing transformations of Sri Lankan telecom operators?

Table 41: Importance of Communication Channels and Digital Platforms (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	5	1.5	1.5	1.5
	Moderate	26	7.9	7.9	9.4
Valid	Agree	168	50.9	50.9	60.3
	Strongly Agree	131	39.7	39.7	100.0
	Total	330	100.0	100.0	

Figure 40: Importance of Communication Channels and Digital Platforms (Source: SPSS 22)
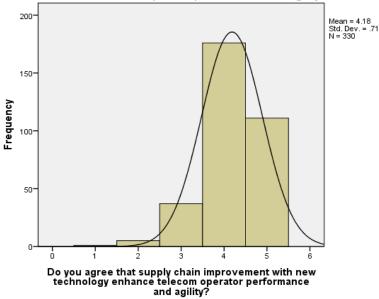
140

Over 90% of the responders have given "Agree" and "Strongly Agree" feedback by supporting the above statement, which emphasized that communication channels and digital platforms are key elements for the transformation implementations of today's telecommunication industry.
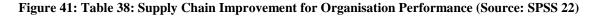
Q6: Do you agree that supply chain improvement with new technology enhance telecom operator performance and agility?

Table 42: Supply Chain Improvement for Organisation Performance (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	5	1.5	1.5	1.8
	Moderate	37	11.2	11.2	13.0
	Agree	176	53.3	53.3	66.4
	Strongly Agree	111	33.6	33.6	100.0
	Total	330	100.0	100.0	

Figure 41: Table 38: Supply Chain Improvement for Organisation Performance (Source: SPSS 22)

The usage of technology improves the business operations (Gaelle, 2016). Developing supply chain with new technology improves the service efficiency to increase overall performance. Supporting the same 87% of the responders have given positive feedback as "Agree" and "Strongly Agree". It also expressed the importance of improving supply chain that can enhance the customer satisfaction of telecom services.
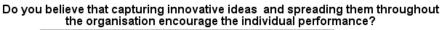
4.4.5. Organisational Innovation

Telecommunication industry is bound with new technology development, where new innovative ideas, products and services are much important in capturing customer attention and to develop telecom operators' innovative capability. The innovative capability of an organisation have the ability in supporting the transformation implementation and considered as a fundamental benchmarking (Bigdeli and Baines, 2017; Trott, 1998).

Q1: Do you believe that capturing innovative ideas and spreading them throughout the organisation encourage the individual performance?

Table 43: Importance of Identifying and Spreading the Innovative Ideas (Source: SPSS 22)

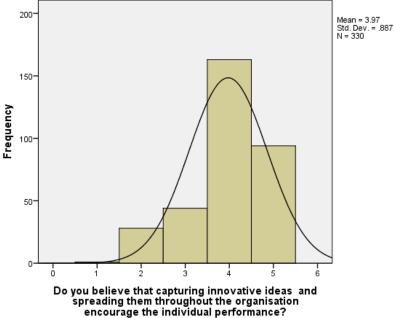|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	28	8.5	8.5	8.8
	Moderate	44	13.3	13.3	22.1
	Agree	163	49.4	49.4	71.5
	Strongly Agree	94	28.5	28.5	100.0
	Total	330	100.0	100.0	

Figure 42: Importance of Identifying and Spreading the Innovative Ideas (Source: SPSS 22)
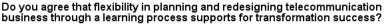
According to the received responses, 77.9% responders are positive for identifying and spreading the innovative ideas across the organisation that improves individual performance.
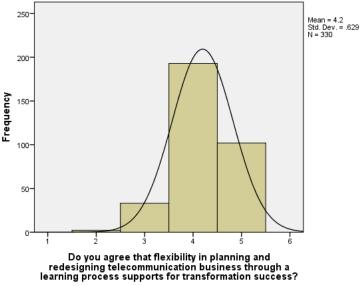
142

However, 8.8% responders are disagreeing and strongly disagreeing for the same and 13.3% are neutral. The mix of responses have resulted 3.97 mean for the above statement, where data set is distributed 0.887 standard deviation away from the mean. Overall, responses believe that capturing innovative ideas from individuals and spreading them throughout the organisation will lead to improve individual performance.

Q2: Do you agree that flexibility in planning and redesigning telecommunication business through a learning process supports for transformation success?

Table 44: Organisation Learning Process Supports for Transformation Success (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	2	.6	.6	.6
	Moderate	33	10.0	10.0	10.6
Valid	Agree	193	58.5	58.5	69.1
	Strongly Agree	102	30.9	30.9	100.0
	Total	330	100.0	100.0	

Figure 43: Organisation Learning Process Supports for Transformation Success (Source: SPSS 22)
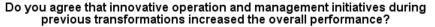
89.4% of the responders are accepting the above statement with agree (58.5%) and strongly agree (30.9%), while 10% neutral and 0.6% are disagree. Positive responses for the above statement have received 4.2 average score, and the data is not equally distributed through the normal curve. Therefore, involvement of learning and establishing organisation flexibility to plan and redesign the products as well as services may leads to transformation success.

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Q3: Do you agree that innovative operation and management initiatives during previous transformations increased the overall performance?

Table 45: Innovative Operation and Management Influence Overall Performance (Source: SPSS 22)

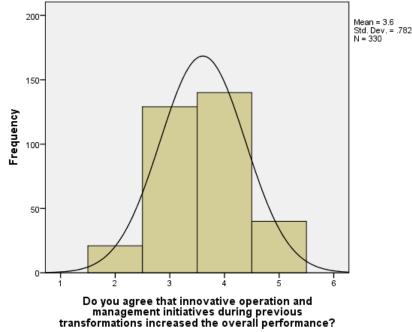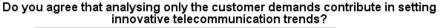|		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	21	6.4	6.4	6.4
	Moderate	129	39.1	39.1	45.5
Valid	Agree	140	42.4	42.4	87.9
	Strongly Agree	40	12.1	12.1	100.0
	Total	330	100.0	100.0	

Figure 44: Innovative Operation and Management Influence Overall Performance (Source: SPSS 22)

Organisation innovation provides a positive contribution to organisational operations, which in turn has a business effect on organisational overall performance (Karakas, Oz and Yildiz, 2017). However, the statement refers to compare the innovative operation and management activities initiated during previous transformations. Considering the responses, 54.5% responders are agreeing with the previous innovative activities taken during transformations. Nevertheless, high moderate responses (39.1%) and negative responses (6.4%) communicate an important message to Sri Lankan telecom sector top managements, where innovative operational activities used at the time of transformation implementation should be looked carefully to achieve higher organisational performance.

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Q4: Do you agree that analysing only the customer demands contribute in setting innovative telecommunication trends?

Table 46: Analysing Only Customer Demands for Setting Innovative Trends (Source: SPSS 22)

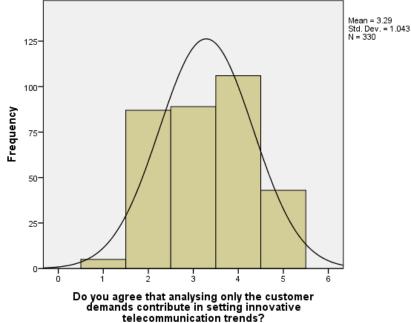|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.5	1.5	1.5
	Disagree	87	26.4	26.4	27.9
	Moderate	89	27.0	27.0	54.8
	Agree	106	32.1	32.1	87.0
	Strongly Agree	43	13.0	13.0	100.0
	Total	330	100.0	100.0	

Figure 45: Analysing Only Customer Demands for Setting Innovative Trends (Source: SPSS 22)

Analysing customer requirements as well as new trends may lead to transform the business into new opportunities. However, analysing only the trends are not enough and it always better to analyse the deep requirement of such trends to provide the best solution (Lesauvage, 2015). According to the responses, 45.1% have given positive responses, while 27% are neutral, 26.4% disagree and 1.5% strongly disagree with the statement. Therefore, above statement have received 3.29 low mean value and the data set is distributed 1.043 standard deviation away from the mean. This insist that customer demand is not the only way to decide and design innovative trends in the telecommunication industry.

Q5: Do you agree that Sri Lankan telecom operator focus on developing digitalization and technology-based products, improve more revenue?

Table 47: Importance of Digital and Technology based Products in Telecom (Source: SPSS 22)

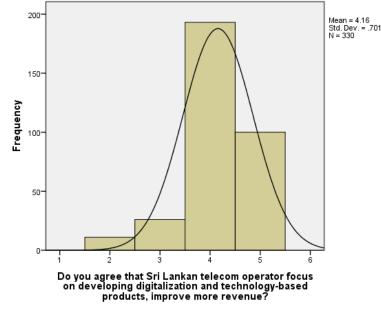|		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	11	3.3	3.3	3.3
	Moderate	26	7.9	7.9	11.2
Valid	Agree	193	58.5	58.5	69.7
	Strongly Agree	100	30.3	30.3	100.0
	Total	330	100.0	100.0	

Figure 46: Importance of Digital and Technology based Products in Telecom (Source: SPSS 22)

According to Ismail (2019), digitalization or digital transformation in telecommunication industry offers tremendous opportunities to go to market, where technology based products under digitalization have more sense of attracting the customers. The above frequency table highlighted 88.8% of the responders have agreed and strongly agreed as digitalization technology based products provide the opportunity to improve the revenue of telecom companies in Sri Lanka. Similarly, InformationAge (2019) have highlighted that Over The Top (OTT) and Value Added Services (VAS) as well as focusing on digitalization align with new technologies such as 5G and other concepts such as Internet of Thing (IOT), which fuel new trends of telecommunication in future. Furthermore, average value (4.16) for the above statement emphasizes the real need of digitalization for innovative products and services.

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Q6: Do you agree that organisational strategy and road map need continuous development to enhance the innovative capability of a telecom operator?

Table 48: Influence of Strategy and Roadmap Development on Innovation (Source: SPSS 22)

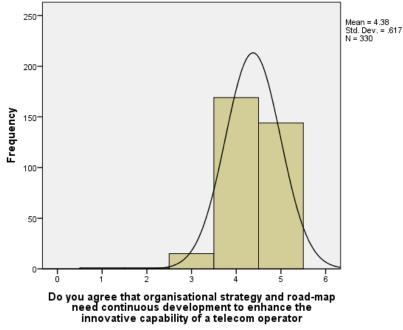|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	1	.3	.3	.6
	Moderate	15	4.5	4.5	5.2
	Agree	169	51.2	51.2	56.4
	Strongly Agree	144	43.6	43.6	100.0
	Total	330	100.0	100.0	

Figure 47: Influence of Strategy and Roadmap Development on Innovation (Source: SPSS 22)

The frequency Table 48 highlighted that 43.6% have responded as "Strongly Agree" and 51.2% of responders have responded as "Agree", where 94.8% are positive with the statement that shows high average score of 4.38. The histogram Figure 48 expressed that data is not much distributed and the normal curve tends towards positive. Therefore, it highlighted the importance of continuous development and alignment on the organisation strategy and roadmap to drive the telecommunication industry towards innovation. Therefore, organisation roadmap alignment according to the market change is a necessity for frequently changing business environment of telecommunication industry in Sri Lanka.

4.5 Mediating Variable Data Analysis

4.5.1 Organisation Culture

Q1: Do you believe that cultivating organisational learning on telco environment enables to improve employee behavioural pattern, working style and commitment?

Table 49: Importance of Organisational Learning to Develop Organisation Culture (Source: SPSS 22)

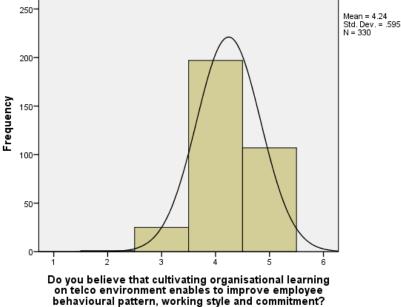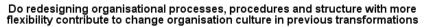|		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	1	.3	.3	.3
	Moderate	25	7.6	7.6	7.9
Valid	Agree	197	59.7	59.7	67.6
	Strongly Agree	107	32.4	32.4	100.0
	Total	330	100.0	100.0	

Figure 48: Importance of Organisational Learning to Develop Organisation Culture (Source: SPSS 22)

Companies today tend towards implementing learning culture to face the business agility and market competition. The learning culture of an organisation leads to develop work engagement and the innovative behaviour of employees (Anwar and Niode, 2017). Accepting the above statement 92.1% of the responders have given positive feedback either "Agree" or "Strongly Agree" which shows high average score (4.24) for the above statement. This again emphasize the importance of learning culture to Sri Lankan Telecommunication Industry.

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Q2: Do redesigning organisational processes, procedures and structure with more flexibility contribute to change organisation culture in previous transformations?

Table 50: Contribution to Organisation Culture from Organisation System Redesign (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	17	5.2	5.2	5.2
	Moderate	98	29.7	29.7	34.8
	Agree	169	51.2	51.2	86.1
	Strongly Agree	46	13.9	13.9	100.0
	Total	330	100.0	100.0	

Do redesigning organisational processes, procedures and structure with more flexibility contribute to change organisation culture in previous transformations

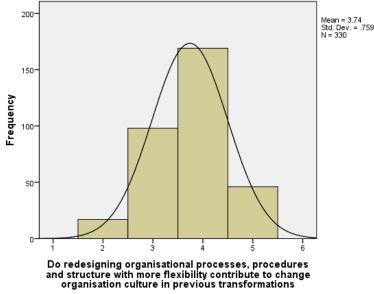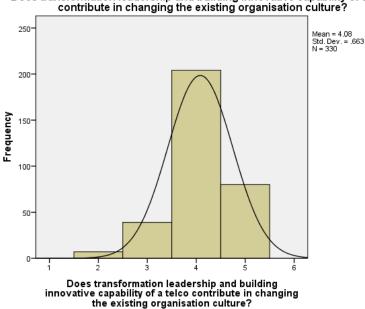Mean = 3.74
Std. Dev. = .759
N = 330

Figure 49: Contribution to Organisation Culture from Organisation System Redesign (Source: SPSS 22)

Employees in process-oriented organisation cultures are mostly adhere to processes, procedures and structure of the organisation (Looy and De-Backer, 2013). Employees who work for organisations that give more preference to processes and procedures, feel every communication and work are part of a process. Therefore, processes, procedures and structure are important elements. Above statement focus on the cultural impact on the attempt to redesign processes, procedures and structure during a transformation program. According to responses, 51.2% have agreed and 13.9% have strongly agreed on the above statement. However, 29.7% have a neutral view and 5.2% of responders are disagreeing on the techniques and redesigning attempts used for processes, procedures and structure in previous transformations. Further, Figure 50 highlights comparatively lower average value of 3.74.

Therefore, it communicates an important message to top managements of Sri Lankan telecom operators that redesigning aspect of processes, procedures and structure need to be reconsidered in future organisation transformation programs to build a value for the existing organisational culture.

Q3: Does transformation leadership and building innovative capability of a telco contribute in changing the existing organisation culture?

Table 51: Impact of Leadership and Innovative Capability on Organisation Culture (Source: SPSS 22)

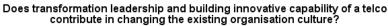|		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	7	2.1	2.1	2.1
	Moderate	39	11.8	11.8	13.9
Valid	Agree	204	61.8	61.8	75.8
	Strongly Agree	80	24.2	24.2	100.0
	Total	330	100.0	100.0	

Figure 50: Impact of Leadership and Innovative Capability on Organisation Culture (Source: SPSS 22)
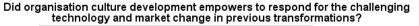
Transformational leaders take actions to do things differently. The creativity and building innovative capability within the organisation improve the behavioural standard of employees (Mazloomi, Nasehi and Ehsan, 2013). Similarly, Hamidianpour, Esmaeilpour and Mashayekh (2016) emphasized that transformational leadership support to change organisation culture of a firm. The frequency Table 51 highlighted that majority of 86% responders have agreed for the above statement, which result an average score of 4.08 for the question.
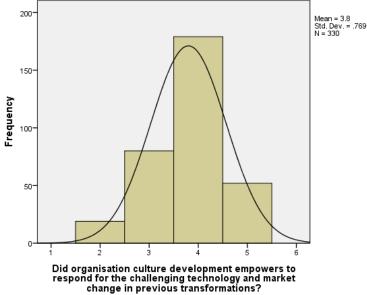
Since, greater number of responses are positive and responses have not received in full range, data set is well near to the mean value. In addition, the result for the statement highlighted that employees in Sri Lankan telecom companies expect transformational leadership to do the necessary changes to organisation culture. Therefore, transformational leadership is much important to handle organisational culture during a transformation and to achieve success.
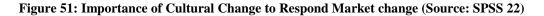
Q4: Did organisation culture development empowers to respond for the challenging technology and market change in previous transformations?

Table 52: Importance of Cultural Change to Respond Market change (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	19	5.8	5.8	5.8
	Moderate	81	24.5	24.5	30.3
Valid	Agree	178	53.9	53.9	84.2
	Strongly Agree	52	15.8	15.8	100.0
	Total	330	100.0	100.0	

Figure 51: Importance of Cultural Change to Respond Market change (Source: SPSS 22)

As per the frequency Table 52, 69.7% of the employees have agreed and strongly agreed to the above statement. However, 30.3% of the responders are neutral and disagreeing with the above statement. The high neutral responses resulted a low mean value for the statement as 3.8. The data set also distributed 0.769 standard deviation away from the mean. It seems data set distributed little closer to the mean value.

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Comparatively high neutral (24.5%) and disagree (5.8%) responses provide an important message to the top managements, where cultural development initiatives taken to respond for the challenging technology and market are not resulted as expected in previous transformations. Therefore, cultural development initiatives need to be reconsidered in future transformation programs to face the competitive business environment.

Q5: Do you believe that past organisation cultural development energized the decision-making power and employee behaviour?

Table 53: Influence of Culture on Decision Making and Employee Behaviour (Source: SPSS 22)

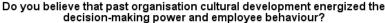|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.5	1.5	1.5
	Disagree	24	7.3	7.3	8.8
	Moderate	75	22.7	22.7	31.5
	Agree	174	52.7	52.7	84.2
	Strongly Agree	52	15.8	15.8	100.0
	Total	330	100.0	100.0	

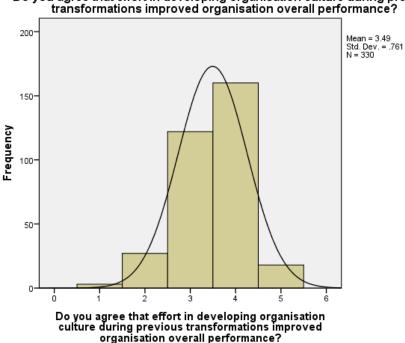**Figure 52: Influence of Culture on Decision Making and Employee Behaviour (Source: SPSS 22)**

The above statement also refers to analyse the viewpoint of responders on the past cultural development initiatives and such development impact on the decision-making power and employee behaviour. Accordingly, 68.5% of the responders are happy with past cultural initiatives of respective telecom organisations in Sri Lanka.
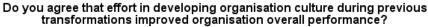
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However, 31.5% of the responses are either neutral (22.7%), disagree (7.3%), or strongly disagree (1.5%). The histogram Figure 53 highlighted comparatively low average score for the statement and the data set is distributed 0.859 standard deviations away from the mean. Comparatively high neutral and negative results emphasized that initiatives taken to develop organisational culture have not always supported to enhance the decision-making and employee behaviour in driving the Sri Lankan telecom operators for business trends. Therefore, Sri Lankan telecom operators should give more focus in aligning cultural initiatives with organisational need.

Q6: Do you agree that effort in developing organisation culture during previous transformations improved organisation overall performance?

Table 54: Influence of Culture on Organisation Overall Performance (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	.9	.9	.9
	Disagree	27	8.2	8.2	9.1
	Moderate	122	37.0	37.0	46.1
	Agree	160	48.5	48.5	94.5
	Strongly Agree	18	5.5	5.5	100.0
	Total	330	100.0	100.0	

Figure 53: Influence of Culture on Organisation Overall Performance (Source: SPSS 22)

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The organisational values and effectiveness of organisation culture influence the overall performance of the organisation that in turn help to achieve long term and short-term goals (Ahmed, 2018; Shahzad, Luqman Khan and Shabbir, 2012). Considering the Sri Lankan telecommunication sector, above responses highlighted that 54% of responders have agreed with the effort taken to improve organisational culture during previous transformation programs that even support in developing company's overall performance. Opposing the same 9.1% of responses are negative on the same, while 37% of the responders are neutral. The above responses resulted a low mean value of 3.49, which is neutral in nature. This conveys an important message to the top management and transformation management teams of Sri Lankan telecommunication companies, where they need to closely monitor and go through the cultural aspect of the organisation in implementing future transformations.

4.6 Dependent Variable Data Analysis

4.6.1 Market Orientation

Market orientation drives with key elements such as customer, competitor and inter-functional coordination, where market intelligence, responsiveness and distributing the knowledge are much important.

Q1: Do you agree that previous transformation supported to create a competitive edge on focusing future market trends and existing customer demand?

Table 55: Organisation Transformation Support to Create Competitive Edge (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	2	.6	.6	.6
	Disagree	35	10.6	10.6	11.2
	Moderate	90	27.3	27.3	38.5
Valid	Agree	148	44.8	44.8	83.3
	Strongly Agree	55	16.7	16.7	100.0
	Total	330	100.0	100.0	

The above results in the frequency Table 55 highlighted that 61.5% of the responders are happy with the previous transformation involvement in developing a competitive edge by considering future possible trends and customer demands. However, 11.2% of the responses are negative with the statement, while 27.3% are neutral. The average score for the statement is low 3.66 and the data set is distributed 0.899 standard deviation away from the mean.
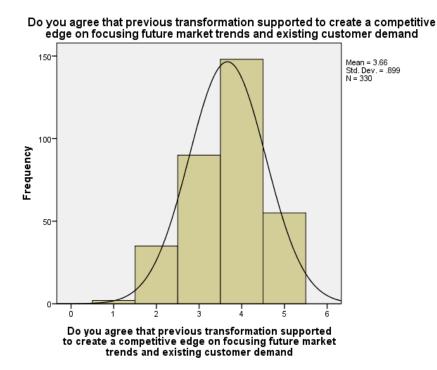
Figure 54: Organisation Transformation Support to Create Competitive Edge (Source: SPSS 22)

According to the histogram Figure 55, responses are received in full range from strongly disagree to strongly agree. The above result emphasized that Sri Lankan telecom operators should rethink in improving competitive edge during future transformation programs.

Q2: Do you believe that introducing low cost products aligning to Sri Lankan customer demand as a definite advantage?

Table 56: Effect of Introducing Low Cost Products (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.2	1.2	1.2
	Disagree	54	16.4	16.4	17.6
	Moderate	131	39.7	39.7	57.3
	Agree	105	31.8	31.8	89.1
	Strongly Agree	36	10.9	10.9	100.0
	Total	330	100.0	100.0	

Sri Lankan telecommunication industry is very competitive with five telecom operators providing service for 22 million of population (Fernando, 2015). Therefore, product cost may be a normal factor to face the price war in a competitive business. However, according to Sri Lankan telecommunication industry, 42.7% responders highlighted that introducing low cost products is a definite advantage to capture the market.

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However, 39.7% of the responders are moderate and 17.6% of the responders are negative on the same. Below histogram, Figure 56 highlighted very low average value (3.35) for the question and the data set distributed 0.921 standard deviation away from the mean. Therefore, results emphasized that low cost products and services are not the only solution to capture the market for telecommunication industry in Sri Lanka.
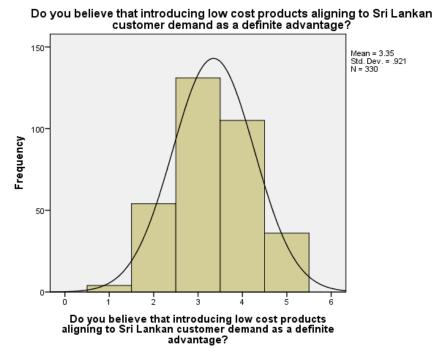

Do you believe that introducing low cost products aligning to Sri Lankan customer demand as a definite advantage?

Mean = 3.35
Std. Dev. = .921
N = 330

Do you believe that introducing low cost products aligning to Sri Lankan customer demand as a definite advantage?

Figure 55: Effect of Introducing Low Cost Products (Source: SPSS 22)

Q3: Do you agree that currently Sri Lankan telcos take corrective technology and product related actions based on customers' feedback?

Table 57: Effectiveness of Taking Actions Based on Customer Feedback (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.2	1.2	1.2
	Disagree	37	11.2	11.2	12.4
	Moderate	117	35.5	35.5	47.9
	Agree	134	40.6	40.6	88.5
	Strongly Agree	38	11.5	11.5	100.0
	Total	330	100.0	100.0	

The above frequency Table 57 highlighted that 11.5% of the responses are strongly agree and 40.6% are agree, where 11.2% are disagree and 1.2% are strongly disagree. In addition, 35.5% responses are moderate on the statement. Due to above result, the statement received a low average value of 3.5 and data distributed 0.883 standard deviation away from mean.

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The responses communicate that Sri Lankan telecommunication operators are not taking product and technology actions based on the customer requirement. However, this may have other facts that need to be revealed. Therefore, Sri Lankan telecommunication products need to be designed according to the proper customer segments and their requirements, which may even bound with the telecommunication regulations of the country.

Figure 56: Effectiveness of Taking Actions Based on Customer Feedback (Source: SPSS 22)

Q4: Do you agree that competitive telecommunication products introduced in the recent past improved customer satisfaction?

Table 58: Effectiveness of Recently Introduced Competitive Products (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	14	4.2	4.2	4.5
	Moderate	76	23.0	23.0	27.6
	Agree	167	50.6	50.6	78.2
	Strongly Agree	72	21.8	21.8	100.0
	Total	330	100.0	100.0	

According to the feedbacks received for the above question, 72.4% responders confirmed that customer satisfaction improved due to the recent products introduced by telecom operators. However, 23% of the responders are neutral for the same and 4.5% expressed a negative view. The responses given in full range, which resulted 3.89 average score for the statement.
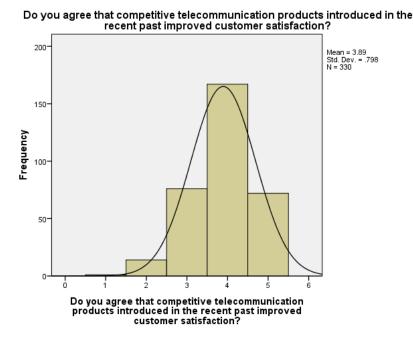
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Figure 57: Effectiveness of Recently Introduced Competitive Products (Source: SPSS 22)

Q5: Do you agree that cross-functional team analysis on competitor product offerings and strategies support for rapid market response?

Table 59: Importance of Analysing Competitive Product Offerings (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	4	1.2	1.2	1.5
	Moderate	60	18.2	18.2	19.7
	Agree	187	56.7	56.7	76.4
	Strongly Agree	78	23.6	23.6	100.0
	Total	330	100.0	100.0	

Competitor information is much important to face the competitive business world (Kramer, 2019). The competitive offerings would be able to use positively to respond the market in attractive direction (Gunarathne, 2015). Considering the Sri Lankan telecommunication industry, 80.3% of the responders working in telecom companies have agreed that the commitment of cross-functional teams to analyse the competitor offerings and their strategies will be a definite advantage to respond quickly to the market. More responses that are positive have resulted a better average value 4.02 for the question and the responses are not broadly distributed from the mean as it shows low standard deviation. However, 18.2% of the responses are moderate for the above statement. This in turns gives an idea that telecom operators can further improve the competitor analysis based on employee commitment.
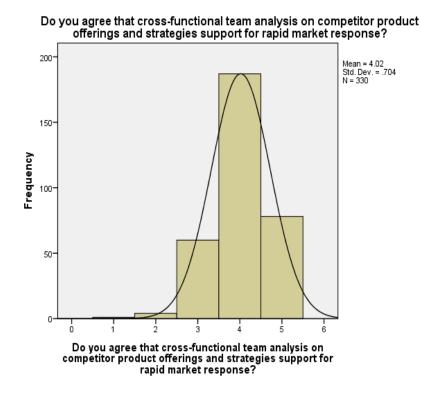
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Figure 58: Importance of Analysing Competitive Product Offerings (Source: SPSS 22)

Q6: Do you agree that inter department coordination improves information and other resource utilization in serving greater customer needs?

Table 60: Inter department Coordination for Better Customer Service (Source: SPSS 22)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	.6	.6	.6
	Moderate	18	5.5	5.5	6.1
	Agree	158	47.9	47.9	53.9
	Strongly Agree	152	46.1	46.1	100.0
	Total	330	100.0	100.0	

Inter functional coordination is a key element in market orientation (Narver and Slater, 1990). According the research questionnaire, 94% of the responders are given positive responses that inter department coordination of telecom operators provides the opportunity to utilize information as well as other resources to serve the customer needs. Only 0.6% of the responses are negative and nearly 5.5% responses are moderate. Therefore, Sri Lankan telecom operators should strengthen the inter department coordination to provide maximum service to their customers, where customer service is mostly demanded by the Sri Lankan community for telecommunication service.
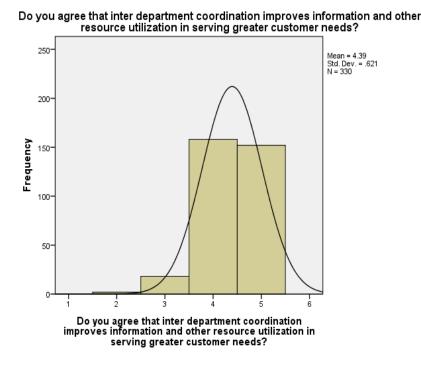
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Figure 59: Inter department Coordination for Better Customer Service (Source: SPSS 22)

The responses for the individual questions under independent, mediating and dependent variables provided a clear idea about the Sri Lankan telecommunication employees' view on different aspects. Accordingly, statements or questions under organisation leadership have received high average value for individual questions. It highlighted that mostly the Sri Lankan employees working in telecommunication industry have a great consideration on the organisational leadership aspect. In addition, market orientation has received considerably lower mean values for some questions or statements, which even provided a viewpoint, whether it is necessary to improve the market orientation aspect of Sri Lankan telecommunication organisations.

4.7 Testing Hypotheses

4.7.1 Techniques Used for Analysing

Hypotheses testing is carried out using SEM. It is a multivariate statistical framework, which used to analyse direct and indirect relationships of variables in a complex model. Partial Least Square Structural Equation Modelling (PLS SEM) and Covariant Based Structural Equation Modelling (CB SEM) are the two key analytical approaches used under SEM. The PLS SEM approach account for total variance, while CB SEM divide the variance into common and unique variance. The PLS SEM model use formative and reflective constructs, while CB SEM use only reflective constructs (Hair, Risher, Sarstedt and Ringle, 2018).

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In addition, PLS SEM is considered as much accurate method in handling complex models with many constructs and not required having normal distribution of data when analysing through PLS SEM. However, CB SEM method may not provide better results for complex models and the method may not work well if normal distribution is not present (Hair et al., 2018). The PLS SEM model works well for small sample sizes when the model comprises of many constructs, but CB SEM requires large sample size for better results (Hair et al., 2018; Willaby, Costa, Burns, MacCann and Roberts, 2015; Fornell and Bookstein, 1982). The PLS SEM is now widely applied in many social science disciplines including marketing management, organizational management, statistic management, supply chain management, international management, operational management, human resource management etc. (Hair et al., 2018; Rasoolimanesh and Ali, 2018; Kaufmann and Gaeckler, 2015). Considering the conceptual model of the research, sample size and characteristics of PLS SEM, this research tends to use PLS SEM for hypotheses analysis. The SmartPLS 3.0 is used as the software to analyse the hypotheses.

The path analysis model in SmartPLS 3.0 is used to compute the results. Many factors are taken into consideration such as path coefficient, f Square, P value etc. As a rule of thumb f square higher than 0.02, 0.15 and 0.35 depict small, medium and large f square effects, which elaborates the effect of a variable on another variable (Cohen, 1988). Similarly, if two variables relationship show a P value less than or equal to 0.05, it highlights a significant relationship between the two variables (Dahiru, 2008; Goodman, 1993). In addition, analysis through path analysis model is used to find the impact level of each variable towards the other variable in the model. Furthermore, bootstrapping technique is used to analyse the indirect path of the model between independent and dependent variables that in turn provides the result of mediating effect.

4.7.1.1 SmartPLS Procedure of Computing Results

At first new project is initiated and then data set is imported with a preferred name. Path analysis model is drawn using the latent variable function in SmartPLS. As the next step, data set is linked according to each latent variable i.e. independent, dependent and mediating variables related data. Then it is required to connect the latent variables according to the conceptual framework. In order to compute path analysis model data, PLS algorithm under calculate option is used with sub samples of 500. The computed data highlights all the measures of each variable. Similarly, bootstrapping algorithm under calculate option is used to find the mediating variable effect on independent and dependent variables.
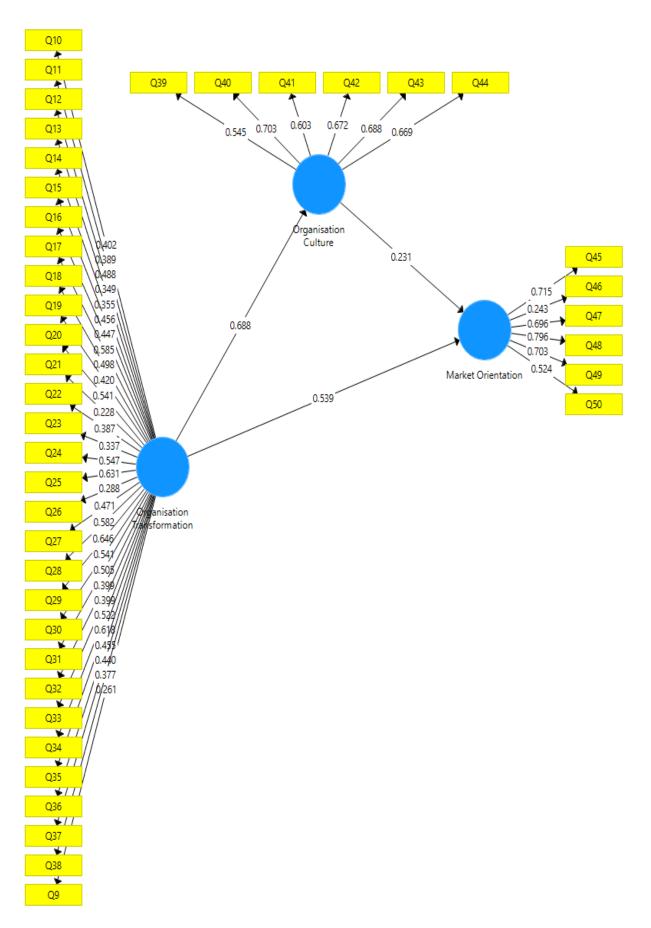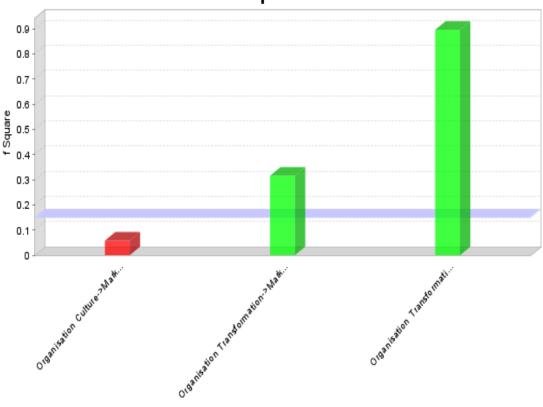
Figure 60: Path Analysis Model of Three Major Variables (Source: SmartPLS 3.0)

Table 61: f Square Effect Size Analysis (Source: SmartPLS 3.0)

	Market Orientation	Organisation Culture	Organisation Transformation
Market Orientation			
Organisation Culture	0.058		
Organisation Transformation	**0.316**	**0.897**	

Figure 61: F Square Effect Size Graph (Source: SmartPLS 3.0)

The Table 61 and the Figure 62 highlights the Cohen's f2 size effect on the relationship between the variables. According to the above results organisation transformation has a moderate effect on market orientation (f Square = 0.316 > 0.15). Organisation transformation has a large effect on organisation culture (f Square = 0.897 > 0.35). However, the above statistics shows that organisation culture has a small effect on market orientation (f Square = 0.058 > 0.02) (Cohen, 1988; Hair, Sarstedt, Hopkins and Kuppelwieser, 2014) Since the f Square > 0.02 for all the relationships between variables, the variables have an effect on the other variable. In other words, it highlights that when organisation transformation changes, it influences to change the market orientation and organisation culture. Similarly, when organisation culture changes, it influences to change the market orientation.

Table 62: Latent Variable Correlations Coefficient Table (Source: SmartPLS 3.0)

	Market Orientation	Organisation Culture	Organisation Transformation
Market Orientation	1.000	0.602	0.698
Organisation Culture	0.602	1.000	0.688
Organisation Transformation	0.698	0.688	1.000

4.7.2 Testing Hypothesis 1

H1: Organisation transformation has a significant influence on market orientation

According to the Table 62, correlation coefficient found as 0.698 between organisation transformation and market orientation. It is the highest correlation coefficient found amongst the three correlation coefficient values. It denotes that Hypothesis 1 is supported at 95% confidence level (see Table 64), and the relationship is significant (see Table 63). Therefore, it concludes organisation transformation and market orientation are significantly correlated, which emphasized that Hypothesis 1 is proved.

Table 63: Hypothesis 1 Significance Table (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organisation Transformation -> Market Orientation	0.539	0.550	0.064	8.401	**0.000**

Table 64: Hypothesis 1 Confidence Interval (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	5.0%	95.0%
Organisation Transformation -> Market Orientation	0.539	0.550	0.446	0.661

The path coefficient expressed the direct effect of a variable on another variable in the path analysis model (Ringle, Wende and Becker, 2015). According to the path coefficient value of 0.539 between organisation transformation and market orientation (See Figure 61 & Table 65), it denoted that one standard deviation change of organisation transformation influences on changing the market orientation by 0.539 times. In other words, it expressed that an effort used to improve organisation transformation result 53.9% improvement in market orientation perspective of the organisation.

Table 65: Hypothesis 1 Path Coefficient (Source: SmartPLS 3.0)

<div align="center">Path Coefficient</div>

	Market Orientation
Organisation Transformation	0.539

4.7.3 Testing Hypothesis 2

H2: Organisation transformation has a significant influence on organisation culture

The denoted positive correlation coefficient of 0.688 (see Table 61) and the higher T statistics value of 24.503 as well as P value (see Table 66) indicates that organisation transformation and organisation culture have a significant relationship, where it supported at the 95% confidence level (see Table 67). Therefore, it emphasized that Hypothesis 2 is proved.

Table 66: Hypothesis 2 Significance Table (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organisation Transformation -> Organisation Culture	0.688	0.694	0.028	24.503	**0.000**

Table 67: Hypothesis 2 Confidence Interval (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	5.0%	95.0%
Organisation Transformation -> Organisation Culture	0.688	0.694	0.648	0.737

Table 68: Hypothesis 2 Path Coefficient (Source: SmartPLS 3.0)

<div align="center">Path Coefficients</div>

	Organisation Culture
Organisation Transformation	0.688

The relationship between organisation transformation and organisation culture denoted the path coefficient value as 0.688 (see Figure 61 and Table 68), which emphasized that one standard deviation change in organisation transformation has a 68.8% direct effect on changing organisation culture. According to the conceptual model (see Figure 14) independent variables as a whole represented by "Organisation Transformation" has a 68.8% effect on the mediating variable "Organisation Culture"

4.7.4 Testing Hypothesis 3

H3: Organisation culture has a significant influence on market orientation

The correlation coefficient found between organisation culture and market orientation is 0.602 (see Table 61), and the relationship between the two variables are significant (see Table 69). In addition, Table 70 indicates that relationship between the two variables are acceptable at 95% confidence level. Therefore, Hypothesis 3 is acceptable.

Table 69: Hypothesis 3 Significance Table (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organisation Culture -> Market Orientation	0.231	0.223	0.068	3.384	**0.000**

Table 70: Hypothesis 3 Confidence Interval (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	5.0%	95.0%
Organisation Culture -> Market Orientation	0.231	0.223	0.106	0.334

Table 71: Hypothesis 3 Path Coefficient (Source: SmartPLS 3.0)

Path Coefficients

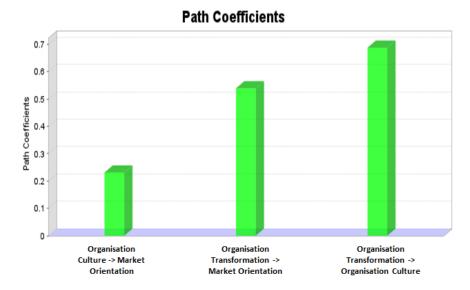|	Market Orientation
Organisation Culture	0.231

Figure 62: Path Coefficients of Three Variables (Source: SmartPLS 3.0)

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Path coeffiecnt value is considerably low on the relationship betwwen organisation culture and market orientation. According to the Figure 63 and Table 71, organisation culture and market orientation denotes path coefficient as 0.231, whch in turn emphasized that one standard deviation change effort given to the organisation culture effect to change market orientation by 23.1%.

4.7.5 Testing Hypothesis 4

H4: Organisation culture mediates the impact of organisation transformation towards creating market orientation

Table 72: Specific Indirect Effect (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organisation Transformation -> Organisation Culture -> Market Orientation	0.159	0.155	0.047	3.361	**0.000**

Table 73: Indirect Effect Confidence Interval (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	5.0%	95.0%
Organisation Transformation -> Organisation Culture -> Market Orientation	0.159	0.155	0.072	0.232

An intervention of a third variable between two related variables or constructs, considered as mediating effect, where the third variable known as the mediating variable. In order to conclude the mediating effect, indirect effect should be significant via mediating variable (Hair, Hult, Ringle and Sarstedt, 2017). SmartPLS bootstrapping calculation used in identifying the indirect effect (Ringle, et al., 2015). According to the Table 72, it denotes that specific indirect effect between organisation transformation and market orientation is significant at 95% confidence level (see Table 73). The same emphasized that organisation culture mediates the relationship between organisation transformation and market orientation. Hence, Hypothesis 4 is accepted.

In addition, path coefficient value of the indirect effect identified as 0.159 (see Table 72), which emphasized that one standard deviation change in organisation transformation tends to change the market orientation by 15.9% through the indirect path.

4.8 Analysis of Transformational Factors Role

Figure 63: Path Analysis Model of Transformational Factors (Source: SmartPLS 3.0)

Table 74: f Square Effect Analysis of Transformational Factors (Source: SmartPLS 3.0)

	Organisation Culture	Market Orientation (MO)
Organisation Culture		0.085
Innovation	**0.000**	0.097
Leadership	0.035	0.034
Resources	0.119	**0.002**
Structure	**0.018**	**0.000**
Systems	0.058	0.054

According to the Table 74, relationships between organization innovation and organization culture, organization resources and market orientation, organization structure and market orientation denoted f Square < 0.02. It clearly highlights those above relationships have no effect on the other variable. However, organization structure may have a small effect on organization culture as it shows f Square value (0.018) almost equal to 0.02. The organisation culture as the mediating variable shows a small effect on market orientation in the path analysis of figure 64 (f Square = 0.085 > 0.02). Transformational factors such as organisation leadership, organisation resources and organisation systems denote a small effect on organisation culture as their f Square values are greater than 0.02. Similarly, transformational factors such as organisation innovation, organisation leadership and organisation systems denote a small effect on market orientation as their f Square values are greater than 0.02 (Cohen, 1988; Hair, et al., 2014).

Table 75: Significance of Transformational Factors (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	2.5%	97.5%
Organisation Culture -> Market Orientation	0.275	0.268	0.068	4.027	0.000	0.135	0.398
Organisation Innovation -> Organisation Culture	0.015	0.015	0.067	0.219	0.827	-0.118	0.143
Organisation Innovation -> Market Orientation	0.292	0.291	0.066	4.440	0.000	0.157	0.418
Organisation Leadership -> Organisation Culture	0.160	0.163	0.052	3.072	0.002	0.069	0.267
Organisation Leadership -> Market Orientation	0.151	0.153	0.045	3.327	0.001	0.061	0.241
Organisation Resources -> Organisation Culture	0.333	0.332	0.058	5.742	0.000	0.214	0.444
Organisation Resources -> Market Orientation	-0.043	-0.037	0.061	0.704	0.482	-0.148	0.085
Organisation Structure -> Organisation Culture	0.123	0.130	0.055	2.250	0.025	0.021	0.239
Organisation Structure -> Market Orientation	0.011	0.016	0.050	0.217	0.828	-0.079	0.114
Organisation Systems -> Organisation Culture	0.248	0.246	0.063	3.967	0.000	0.125	0.373
Organisation Systems -> Market Orientation	0.233	0.231	0.078	2.989	0.003	0.076	0.387

4.8.1 Relationship Justification of Transformational Factors

Further analysis using the significance of the relationships between transformational factors on organisation culture and market orientation (see Table 75), emphasized that organisation innovation has no significance relationship between organisation culture (P Value = 0.827 ≥ 0.05). Organisation resources has no significance relationship between market orientation (P value = 0.482 ≥ 0.05) and organisation structure has no significance relationship between market orientation (P value = 0.828 ≥ 0.05). Organisation structure denotes a significant relationship with organisation culture (P value = 0.025 ≤ 0.05) with correlation coefficient of 0.501 (see Table 76). Similarly, all other transformational factor relationships with organisation culture and market orientation are significant at the confidence level of 97.5% (see Table 75) as the P value is lesser than 0.05 (Dahiru, 2008; Goodman, 1993). The below Table 76 highlights the correlation coefficients, which denotes the relationship strengths between relative movements of the variables.

Table 76: Latent Variable Correlation Coefficients of Transformation Factors (Source: SmartPLS 3.0)

	Organisation Culture	Innovation	Leadership	MO	Resources	Structure	Systems
Organisation Culture	1.000	0.489	0.467	0.602	0.622	0.501	0.579
Innovation	0.489	1.000	0.463	0.625	0.544	0.507	0.631
Leadership	0.467	0.463	1.000	0.489	0.491	0.317	0.395
Market Orientation (MO)	0.602	0.625	0.489	1.000	0.497	0.459	0.619
Resources	0.622	0.544	0.491	0.497	1.000	0.520	0.558
Structure	0.501	0.507	0.317	0.459	0.520	1.000	0.590
Systems	0.579	0.631	0.395	0.619	0.558	0.590	1.000

4.8.2 Direct Effectiveness Analysis of Transformational Factor

The path coefficients effect of independent variables or the transformational factors on market orientation and organisation culture are denoted in Table 75 and the Figure 65. According the above analysis organisation resources and organisation structure has no significant relationship with market orientation due to low f Square and higher p values (see Table 74 and Table 75). Therefore, logically path coefficient values are not applicable for the relationships of organisation resources on market orientation and organisation structure on market orientation. In other words, change in organisation resources as well as organisation structure has no predicted output on market orientation.

Similarly, organisation innovation has low f Square value and higher p value (see Table 74 and Table 75) towards organisation culture. It emphasized that change in organisation innovation has no predicted effect on organisation culture. However, according to path coefficient values organisation innovation as a transformation factor has the highest effect on market orientation. One standard deviation change of organisation innovation tends to change market orientation by 29.2%. Similarly, one standard deviation change of organisation systems and organisation leadership influence to change market orientation by 23.3% and 15.1% respectively (see Table 75).

Figure 64: Path Coefficients of Transformational Factors (Source: SmartPLS 3.0)

Organisation Resources as a transformational factor has the highest path coefficient effect on organisation culture, where one standard deviation changes of organisation resources influence to change organisation culture by 33.3%. Similarly, one standard deviation changes of organisation leadership, organisation structure and organisation system tend to change organisation culture by 16%, 12.3% and 24.8% respectively (see Table 75). Among the transformational factors, significant relationship with organisation structure and organisation culture denotes the lowest effectiveness in changing organisation culture. However, organisation culture as a mediating variable creates a background for an indirect path relationship of transformational factors on market orientation.

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4.8.3 Indirect Effect Analysis of Transformational Factors

Table 77: Specific Indirect Effect of Transformational Factors (Source: SmartPLS 3.0)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	2.5%	97.5%
Organisation Innovation -> Organisation Culture -> Market Orientation	0.004	0.004	0.018	0.218	**0.827**	-0.035	0.040
Organisation Leadership -> Organisation Culture -> Market Orientation	0.044	0.044	0.018	2.445	**0.015**	0.014	0.085
Organisation Resources -> Organisation Culture -> Market Orientation	0.092	0.089	0.028	3.270	**0.001**	0.041	0.147
Organisation Structure -> Organisation Culture -> Market Orientation	0.034	0.035	0.017	1.983	**0.048**	0.005	0.072
Organisation Systems -> Organisation Culture -> Market Orientation	0.068	0.066	0.024	2.842	**0.005**	0.025	0.122

The indirect relationship of organisation innovation towards market orientation is not significant (P value = $0.827 \geq 0.05$) (see Table 77). It has occurred, as organisation innovation has no significant relationship with organisation culture as proved above (see Table 75). However, organisation resources highlight the highest indirect effect towards market orientation, where one standard deviation change of organisation resources tend to change market orientation by 9.2% indirectly. Even though organisation resources has no direct significant relationship with market orientation, it has a significant indirect relationship with market orientation (P value = $0.015 \leq 0.05$) because organisation culture act as a mediating factor. Similarly, organisation structure denotes an indirect significant relationship (P value = $0.048 \leq 0.05$), even though organisation structure has no direct significant relationship with market orientation. One standard deviation change of organisation structure has an effect of changing market orientation by 3.4% indirectly. Furthermore, organisation leadership and organisation systems denote a significant indirect relationship with market orientation, where one standard deviation change of organisation leadership and organisation systems indirectly tend to change market orientation by 4.4% and 6.8% respectively (see Table 77). Therefore, organisation leadership and organisation systems denote direct and indirect relationship with market orientation.

4.9 Summary of Hypotheses Testing

Table 78: Summary of Hypotheses Analysis (Source: Developed by the Author)

Hypotheses	Description	P Value	Path Coefficient Value	Confidence level of Significance	Result
H1	Organisation transformation has a significant influence on market orientation	0.000	0.539	95%	Proved
H2	Organisation transformation has a significant influence on organisation culture	0.000	0.688	95%	Proved
H3	Organisation culture has a significant influence on market orientation	0.000	0.231	95%	Proved
H4	Organisation culture mediates the impact of organisation transformation towards creating market orientation	0.000	0.159	95%	Proved

5.0 Discussion and Findings

The research mainly carried out in investigating transformational factors and how the transformation programs of Sri Lankan telecom companies influence on achieving market orientation. The research questionnaire has supported to find insights of Sri Lankan telecom company's transformation programs.

5.1 Findings of Transformational Factors

Leadership factor identified as a key enabler to influence and drive the transformation success. Over 90% of the responders have shown the importance of leadership to initiate and drive the transformation. Charismatic leadership, direct leadership involvement to change the employees for new creative thinking, building employee trust on transformation and communicating clear transformation objectives have identified as key leadership qualities required during a transformation implementation. The top management involvement and commitment is a mandatory requirement and leadership has a positive relationship with organisational performance (Kimura, 2012; Samad, 2012), but the questionnaire results emphasized that considerable amount of leadership efforts are failed to improve the performance through building entrepreneurial business environment in previous telecom related transformations in Sri Lanka. This may be a fact that most Sri Lankans expect a leader with more sensitivity towards the business, organisation culture, employee needs and over 78% responders interested in following a leader with clear guidance. Further, some negativity may build among the employees if the leaders did not communicate clearly (Jayakody, 2008). However, implementing telecom sector transformations should focus on top down and bottom-up approach, as it required a proper communication between top management and employees (Kearney, 2015). Supporting the same recent study by Selvarajah et al. (2020) highlighted that clear decision-making and guidance of a leaders is well valued by Sri Lankan Managers. The visionary leadership identified as an essential requirement for Sri Lankan industries (Gunawardena, 2015). The leadership behaviour may contribute to develop the satisfaction level and outcome of the followers (Bass, 1987). In addition, more than 90% of the responders over the questionnaire highlighted that transformation management team as an essential requirement during transformation implementation due to high business complexity in telecommunication sector. The transformation management team support to carry out the top management directions. The top management need to define the exact Key Performance Indicators (KPIs) to be achieved over the transformation program and transformation office or the team should follow the same and communicate to the entire organisation.

Furthermore, it was found that transformation management team required to localize the need of the real transformation according to organisational context when considering theoretical transformation concepts or western consultancy approach. However, the high moderate responses have highlighted that past leadership approaches during transformation implementations of Sri Lankan telecom operators should be further developed to achieve better results through a transformation program.

Organisation resources includes both financial and non-financial resources. Managing resources during a transformation considered as a challenge (Heuvel, et. al., 2013). Transformation management teams and different management level staff revealed the importance of organisation resources to achieve transformational success.

The questionnaire results revealed financial and infrastructure resources support for transformation success and the same supported by the literature (Azadeh, et al., 2012; Wang, et al., 2013), but the level of required financial funding differs with transformation program objectives (David, 2020). Supporting the same considerable amount of moderate and negative responses emphasized that not all the previous transformations benefited from financial funding. Similarly, less attention given to the financial support may definitely affected the previous transformation success. In par with the same Wang et al. (2013), expressed organisations often neglect the transformation program cost and the infrastructure required for transformation, which may influence the transformation success. Therefore, telecommunication companies should pay more attention to financial funding and infrastructure development in future transformation programs by considering the objectives.

However, human resources or the people factor identified as most important element for every transformation. Without human support, transformation cannot be successful in telecom organisations (Kearney, 2015). Transformation programs support to develop employee resourcefulness, performance criteria, training and hiring criteria (Edirisooriya, 2014; Salanova, et al., 2010; Soltani, et al., 2005). However, the questionnaire result in highlighting considerably higher moderate and negative responses on the human resource development efforts taken in the previous transformation programs, which in turn communicate a gap in motivating telecom sector employees during a transformation. In a different viewpoint, telecom companies as technology-based organisations maintain technical and non-technical staff. Therefore, organisation should widely look into both technical and non-technical staff development during a transformation program. Nevertheless, considerably higher moderate and negative level responders highlighted those rewards may not the only solution to enhance employee commitment for transformation programs.

Furthermore, transformation programs should include KPIs to the job description of individual employees to get the best output over the transformation programs. Otherwise, not all the employees may contribute much to the transformation programs with their daily job operational priorities.

Over 94% of the responders have agreed over the questionnaire that organisation structure need to be aligned with the transformation for better results and structure should align with the pursuing organisation strategy. The responders emphasized the importance of stable structure to support for transformation success. Similarly, past studies highlighted that structural transformation give rise to enhance organisational growth (Hannan and Freeman, 1984). The change implementation depends on mechanistic, authoritative and bureaucratic level of a firm structure, but poor fit of organisation structure result in change program failures (Al-Khalifa and Aspinwall, 2000). However, most of the responders were not favour in changing organisation structure frequently as it can lead to negative results of managing employees. Therefore, organisation structure should be carefully handled and necessary changes need to be done with aligning to transformation objectives. Questionnaire results highlighted the importance of using organisation structure to spread the responsibilities among sub business units or divisions logically. It enables the divisions accountable for individual business unit performance and company's strategic direction (Kaplan and Norton, 2006). Organisation structure influence to enhance the work force agility that support to improve organisation agility and responsiveness (Alavi et al., 2014). However, high moderate and negative responses communicate a message that structural alignment implemented during previous transformation has not provided the expected business agility outcomes. In addition, virtual office concept creates more responsive work force with work life balance (Meunier, 2020), but responders have provided considerably higher moderate and negative responses may be due to certain essential functionalities in telecom sector such as sales, technical field staff cannot fulfil their job roles under virtual office concept. Considering the responses received over the questionnaire, it proves that telecom operators in Sri Lanka need to put more attention in aligning organisation structure with the organisation transformation objectives and strategy to get the ultimate results from a transformation program.

Organisation systems including processes, procedures and communication platforms have considered as a must for organisations to go to market (Teixeira, et al., 2015; Scott, 2003). Over 86% of the responses were positive on the support given by well-framed processes and procedures to smoothen the telecom operations, but processes and platform standardization can also be set as a transformation program deliverable (Labusch, et al., 2012).

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Internal communication is important when it comes to transformational change (Gatignonis, 2018). Supporting the same Rogers (2003) expressed the importance of proper information flow through effective communication to distribute new thinking during a transformation approach. However, highlighting a negative view Goodman and Truss (2004) found that 73% of employees are not happy due to lack of communication during a change approach, which may negatively affect change program effectiveness. Questionnaire results highlighted 27.9% negative and moderate results against the internal communication and knowledge sharing techniques used in previous transformation of Sri Lankan telecommunication sector. Therefore, it conveys a message to consider more on internal communication during a transformation program.

In addition, questionnaire results highlighted the importance of technology usage and simplification of processes over the systems and developing information flow among business units. The past studies also proved that technology influence to develop and simplify the processes and procedures (Burton and Thakur, 2002). The improvement of IT systems have been identified as a definite advantage for the success of telecom transformations in Sri Lanka. The telecom operators in Sri Lanka tries to get the best systems in most cases with predictable future situations, but the negotiations and evaluations take considerably long period. Sometimes when the new operational systems were in place, the relative technology or the trends in the market had changed. In such cases, most investments had ended up with losses. The same had result to the discussion of agile operational system development in Sri Lankan telecoms. This in turn communicate the important message for Sri Lankan telecom operators to use the systems effectively towards the future transformation success. Moreover, telecom sector today moving towards digitalization and over 90% responders through the questionnaire emphasized that Sri Lankan telecom sector should focus on digital platforms and move ahead in the path as a digital service provider to meet the rising demand.

Innovation considered as a key contributor to the organisation performance, which is hard to imitate (Hooley, Broderick and Moller, 1998; Barney, 1991). Similarly, innovation and change have strong cause and effect relationship (Bucciarelli, 2015). As per the responses, innovation needs to start within the employees. Capturing new ideas and spreading them throughout the organisation considered as a necessity to build the innovative capability within the organisation. In addition, it was revealed that recognizing employees for the innovative ideas lead to create innovative organisation culture within the telecom operators. Over 89% of the responders expressed that innovative learning process and creating the flexibility to redesign the telecom business support for transformation success.

The market information revealed the difficulty in getting return on investment from large investments made by Sri Lankan telecom operations as high competition exists in Sri Lankan telecom market and the rapid change of technology (TRCSL, 2018). Further, it was emphasized that Sri Lankan telecom operators moving from technology driven to market driven approach. Most organisations take customer led approach to develop product with more innovativeness (Slater and Narver, 1998), but higher number of responses over the questionnaire revealed that focusing only on customer demands have less effectiveness to develop innovative trends in telecommunication. It may be a reason because telecommunication products and services blend with technological capabilities as well as customer needs and wants. Therefore, telecom operators need to focus on customer demands, new telecommunication trends, technology capabilities and best use cases in developing market specific innovative trends. Nevertheless, over 88% positive responses highlighted that revenue could be increased by giving more focus to digitalization and technology based products. Supporting the same Ismail (2019) expressed that telecom operators moving forward with digitalized products and services has more sense in attracting customers. However, considerably higher responses expressed that past operation management initiatives have not given the fullest support to enhance the overall performance as expected through innovation during previous transformations. Supporting the same Hammer (2004) emphasized that less than 10% of large organisations have achieved success through operational innovation due to lack of support from management and culture. Therefore, it conveys a message for Sri Lankan telecom operators to align the innovative initiatives with organisation roadmap and strategy, which in turn support for transformation success.

5.2 Relationships of Variables and Effectiveness

A significant relationship was found between organisation transformations conducted in Sri Lankan telecom operators and their market orientation. As per the findings, efforts taken to improve transformation programs of Sri Lankan telecom industry influence to change the organisational market oriented behaviour by 53.9%. Supporting the same Kearney (2015) validated that transformation program effectiveness definitely improve the telecom operators' ability to respond for the market demand. However, most Sri Lankan telecom operators have not put their fullest effort in addressing the organisational market oriented behaviour while implementing transformation programs, but with the improvement of certain factors over the transformations have resulted in improving the market-oriented behaviour of Sri Lankan telecom companies.

Considering the impact of individual transformational factors, it was found that organisation leadership, systems and innovation significantly relate with market orientation, where organisation innovation within the transformation programs highlighted highest effectiveness towards influencing market-oriented behaviour of Sri Lankan telecom operators. In par with the same literature emphasized that results oriented organisations focus market orientation as a strategy and such organisations show innovation capability in their organisation behaviour (Erdil, et al., 2003). Nevertheless, new technologies support to develop organisational learning culture, which is a necessary element for market orientation (Varela and Rio, 2003). Further, organisations moving towards market-oriented behaviour is a process and organisation leadership as well as line managers have a responsible role to play (Gatignonis, 2018). The effort to improve organisation leadership, systems and innovation within the transformation programs of Sri Lanka telecom operators lead to improve the organisational market oriented behaviour by 15.1%, 23.3% and 29.2% respectively. However, organisation resources and structure as transformational factors have not shown a direct significant relationship with market orientation for Sri Lankan telecom companies. Validating the same literature highlighted those financial resources and infrastructure have low impact on the transformation success, where human resource factor considered as the most important resource for the transformation success (Wright, 2019). It was found that financial and infrastructure arrangement are not the case needed for every Sri Lankan telecom transformation as the real need of financial resources for a transformation depends upon the transformational objectives. Therefore, human resources may create a direct significant relationship to develop market orientation, but as whole organisation resources have no direct significant relationship with market orientation of Sri Lankan telecom operators. The study carried out by Green, Inman, Brown and Willis (2005) highlighted that body of evidence proved organisational structure has no direct impact on market orientation.

According to questionnaire responses, it was found that transformations of Sri Lankan telecom operators tend to improve the organisation culture, where change of improvement to transformation program contribute to enhance the organisation culture by 68.8%. The industry information clarified that organisation culture of Sri Lankan telecom operators have improved over the past transformation programs (Amarasinghe and Pieris, 2013).

In addition, it was proved that organisation transformational factors including organisational leadership, resources, structure and systems have significance towards changing organisation culture of Sri Lankan telecom operators.

The four transformational factors have highlighted their effectiveness as 16%, 33.3%, 12.3% and 24.8% respectively towards changing organisational culture. Organisation resources highlighted the highest effectiveness to change organisational culture of Sri Lankan telecom operators. This would even validate in the practical business background as development of organisation resources have more weight in developing organisation culture (Schein, 2017; Wu, et al., 2011). However, analysis highlighted that organisation innovation has no significant relationship to develop the organisation culture of Sri Lankan telecom operators. It was revealed that innovation should be a definite requirement for updating telecom industry to survive in the business, where the industry itself create innovativeness with new technology (Businesswire, 2016). Therefore, developing innovative product or services may not be a new thing for Sri Lankan telecom operators to change its culture. The same emphasized that Sri Lankan telecom operators should make their employees feel about the organisational innovation change in an effective manner.

Narver and Slater (1990) emphasized that market orientation is an organisation culture, which need to be developed within the organisation. Through this research, it was found that organisation culture of Sri Lankan telecommunication operators has a significant relationship towards market orientation. It was 23.1% effectiveness towards market-oriented behaviour, which proves the theory. Considerably low effectiveness communicates that organisation culture of Sri Lankan telecom operators need to be developed in supporting market-oriented behaviour within the organisation. Most responses also validated that market orientated behaviour needs to be further developed with the support of transformation and culture. Organisation culture has a significant influence towards transforming an organisation to be market oriented, which even proved by Hajipour and Ghanavati (2011). Similarly, this study proved that organisation transformation has an indirect relationship with market orientation, which has an effect of 15.9%. Hence, the findings of the research also emphasized that organisation culture plays a major role with a mediating effect in transforming organisation to a market oriented behaviour. Further, it was found that all the five organisational transformation factors have a direct or indirect relationship with market orientation as they proved a relationship with either market orientation or organisation culture. However, it was found that organisation leadership and organisation systems as transformation factors directly and indirectly influence organisational market orientation, where the two transformational factors have higher potential of influence towards organisational market orientation. Supporting the same, leadership and systems considered as strong influential factors that enhance market goals (Masadeghrad and Ansarian, 2014; Harris and Ogbonna, 2001).

6.0 Conclusion and Recommendations

6.1 Introduction

Finally, this chapter discuss the conclusion of the study based on the research background, related literature, research conducted methodology, analysis and findings. Moreover, the chapter discuss the achievements of the research against the defined research aims and objectives. Similarly, recommendations for the Sri Lankan telecom operators were discussed based on the research findings, which need to be considered in driving future transformation and change programs effectively. Research findings were used to discuss the contribution of the study in terms of managerial and theoretical implications. In addition, limitations of the study were discussed with the research strategy as well as practical consideration and avenues for the future research also addressed within the chapter.

6.2 Summary of the Research

The aim of the research was to discuss how organisation transformation influence market orientation of Sri Lankan telecommunication operators. Considering the research questionnaire and supporting literature, four hypotheses were formed and tested in the study. The deductive approach was used in the research methodology and hypotheses testing was followed in achieving research objectives. The research strategy used quantitative technique to collect data among 330 responders. Stratified sampling was used to collect data from the responders, where the responders were divided according to different executive grades. The data was analysed by using SPSS 22 and SmartPLS 3.0 statistical software tools. Frequency tables, histograms, normal curves, path coefficients, SEM, f square and correlation coefficient etc. were used to analyse the data. According to analysis, all the four hypotheses were proved, but the relationship with certain transformational factors such as resources and structure were not shown a direct significant relationship with market orientation, while innovation as a transformational factor has not shown a significant relationship with organisation culture of Sri Lankan telecom operators. Conclusion were discussed against the practical business environment and managerial practices as well as theoretical implications mentioned in the research findings.

The findings of the study contribute for the top management and transformation management teams in implementing organisation transformation programs as well as to maximize the benefits of achieving market orientation. The policy makers can use this study in making strategies for telecommunication industry and other related service industries.

Further, academicians could use the research findings to conduct future research on organisation transformation and market orientation theories. Future research could also address the limitations of the study by increasing the sample size and considering the non-executive grade employees for the research.

6.3 Results and conclusion

In this study organisation transformation was sub divided into five transformational factors, which named as organisational leadership, resources, structure, systems and innovation. Responders were asked to provide information on their perception towards the transformational factors as well as market orientation and organisation culture. The literature highlighted organisation transformation as a method of aligning many factors, which in turn support an organisation to achieve market-oriented results (Gebhardt, et al., 2006). The results of the study expressed that organisation transformation as a whole positively correlated with market orientation, but the effectiveness of organisation transformation on market orientation was in moderate level. The reason might be Sri Lankan telecom operators give much preference on technology based go to market strategy and the companies have not given much preference towards market orientation during previous transformation initiatives. Similarly, it was found that organisation transformation positively correlates with organisation culture. It highlighted a better effectiveness of organisation transformation on organisation culture. The same lead to conclude that organisation cultures of Sri Lankan telecommunication companies have improved over the past transformation programs. May be it was not the expected growth of organisation culture through transformations, but it was proved that organisation culture was developed with transformation initiatives. The same result aligns with the previous studies and the practical business environment as organisations step into transformation initiatives to change the organisation culture which enables the organisations to create competitive advantage (Mo and Lai, 2018).

Organisation culture considered as a market driving aspect of a firm (Baker and Sinkula, 1999) and organisation culture needs to accept the market trends and adapt accordingly to reach the marketing goals (Gebhardt, et. al., 2006). The findings highlighted a positive relationship between organisation culture and market orientation, but the results emphasized comparatively low effectiveness of organisation culture on market orientation. The reason might be that organisation cultures of Sri Lankan telecommunication companies are not supportive to the expected level or any other external factors impact on the organisation culture in creating a market-oriented behaviour.

However, past studies proved that organisation culture has a significant influence towards transforming an organisation to be market oriented (Tajudin, et al., 2012; Hajipour and Ghanavati, 2011). The Narver and Slater (1990) expressed market orientation as a culture that combines customer orientation, competitor orientation and inter-functional coordination to address the target market. The same conveys a strong message to Sri Lankan telecommunication firms' top managements, where organisation culture need to be energized further to deliver better market oriented results.

In addition, it was found that organisation culture act as a mediator to create market orientated behaviour through transformation programs. The same emphasized that organisation transformation has a direct and indirect relationship towards creating market-orientated behaviour in Sri Lankan telecom companies.

Considering transformational factors, it was found that organisation resources and structure have no direct relationship with market orientation. This might be the result that organisation resources contain both financial and non-financial resources. Financial resources or specific infrastructure may not require most of the time in developing market-orientated behaviour. However, non-financial resources such as human resources might be an important factor to improve market orientation in a telecommunication company. Specially, market orientation expects a nature of bond with employees to meet the expected market needs (Zhou, Li and Zhou; Jaworski and Kohli, 1993; Ruekert, 1992). Similarly, results highlighted that organisation structure does not matter all the time to develop a market-oriented behaviour in Sri Lankan telecom companies. The literature also proved direct inconsistencies between organisation structure and market orientation in manufacturing and service industries (Green, et. al., 2005). Out of other transformational factors, this study proved that organisation innovation influences more towards organisation market orientation. It may be a fact that mostly telco operators deal with new innovative products and services, which capable in creating new market trends. In par with the same Samad (2012) and McNaughton, et al. (2001) emphasized that new trends start with technology level or product level innovations. Enhancing the existing products and services or developing new products and services need to be focused with innovative approach to build competitive advantage. Organisation leadership and systems were also found as important transformational factors, which can directly drive Sri Lankan telecom operators market oriented behaviour. Transformational leaders support to develop their followers to be creative, persistence, sensitive, responsible and committed to achieve organisational goals (Samad, 2012). Similarly, a strong leadership is required to achieve high organisational performance (Hamel and Prahalad, 1994).

In addition, the literature highlighted that many researchers agreed for the relationship between organisational leadership behaviour and organisational effectiveness (Ristow, et al., 1999), where the leaders must play a key role to manage the entire development of a transformation process (Isern and Pung, 2006). Nevertheless, improving organisational processes and procedures according to a systematic approach was identified as a key requirement to achieve organisational goals within a transformation program (Mosadeghrad and Ansarian, 2014). Past studies proved that failure to attend the gaps in organisation processes and procedures might negatively influence on the change outcomes (Sheeran, 2002). Further, telecom operators today give more preference to simplify the processes and enhance the existing operations by investing on technology based systems (Kearney, 2015). However, the results denoted that effectiveness of the three supportive factors such as leadership, systems and innovation need to be further developed in addressing future market-oriented behaviour of Sri Lankan telecom operators.

Organisation transformational factors such as leadership, resources, structure and systems highlighted a positive correlation with organisation culture. It was found that organisation resources as a transformational factor that contributes more in developing organisation culture of Sri Lankan telecom companies. However, it was noticed that organisation innovation does not correlate with organisation culture. This might be the reason because telecommunication always bind with innovation and not a new factor for triggering a cultural improvement.

Therefore, considering the five transformational factors, it was proved that all the transformational factors influence on market orientation either directly or indirectly with the mediating effect of organisation culture. The entire findings of the research add value to the practical background and literature on organisation transformation as well as market orientation in the Sri Lankan telecommunication context.

6.4 Recommendations

It was identified that Sri Lankan telecommunication companies underwent many transformations and change programs during the recent past. However, top managements and transformation management teams of Sri Lankan telecom operators should clearly identify the reasons for a particular transformation and its objectives. Transformation concept or the implementation plan should properly localize and align with the telecommunication business, even though the transformation concept contains various theoretical background, best practises or the success stories of foreign telecommunication companies.

In Sri Lankan telecommunication context, top management should have visionary leadership and need to build the employee trust on the transformation purpose with charismatic leadership style. Transformation initiatives to telecommunication companies should be developed by aligning to the required market oriented behaviour in achieving higher success rate. The transformation objectives should be clearly communicated to all employees and proper direction should be given to each employee category or division. It would be better if the leaders or the transformation management teams align the job descriptions and targets of relevant employees with the transformation activities during transformation implementation. The same may influence to improve employee engagement towards the transformation program success. In general, direct involvement of top management and the transformation management team is mandatory to achieve transformation program success.

Sri Lankan telecommunication transformations may consider the required financial resources, infrastructure requirements and human resources in advance to the implementation of transformation program to achieve the expected goals. Even though some transformation programs may not require financial resources, it would be great if the leadership allocate an estimated budget for the entire transformation program rather than facilitating the required transformation budget through the annual organisational budget. Organisation leadership should consider all the employees as important for the success of the transformation program. The expectation from each division and the employee job role should be clearly defined within the transformation program and the respective training programs should be allocated accordingly to receive better output from the employees. Telecommunication is a service-based industry, where all category of employee's contribution needs to be recognized. Therefore, top management or the transformation management team should clearly define the training programs for different employee levels and divisional heads should be given the authority to maintain and improve the capabilities of employees to meet the given targets over the transformations.

The top management should relook on the organisation structure before implementing a transformation program. Top management should consider changing telecommunication business, organisation communication plan and the proper authority levels. Telecom operators should do organisation structural alignment to achieve transformation success, but it should be carefully handled without demotivating the employees. However, telecom operators should not change the organisational structure frequently. Further, organisational structure of a telecom operator should be developed to align for business agility and to follow the organisational strategies.

Telecom companies are technology driven, where processes and procedures, IT systems and other telecom infrastructure are much essential in delivering better products and services as well as in maintaining the market-oriented behaviour. During a transformation, telecom operators should design their systems including telecom and IT infrastructure with more flexibility and should not wait to implement the systems with all the features, where management should take decisions to implement the systems with most important features for the current moment and keeping the provisions to implement the future required features later. The same may influence to deliver new product and services according to the customer demand with more agile business operation. Business world change with digitalization and the telecommunication companies should apply digital concepts to the organisational operation and systems in delivering effective customer service.

Top management of a telecom operator should take necessary actions to develop innovative capability during a transformation. Leadership team or the transformation management team should give much preference in building a learning culture within the organisation and encourage individuals for innovative thinking. Further, organisations should manage the innovative ideas within the organisation to take best-fit decisions in developing the operations as well as products and services. Organisation transformation initiatives should give preference in developing organisation culture and energizing employee decision-making.

Telecom operators should carefully handle the customer demand, technology and organisation capability, where the low cost solutions are not the only way to survive in the market and quality of service plays a major role in telecommunication business. Further, telecom operators should always consider the technology development and telecom infrastructure models, while creating organisation strategies. Due to the high competition in the Sri Lankan telecom industry, operators should analyse the world trends as well as competitor products carefully to meet the market needs. Similarly, Sri Lankan telecom operators should organize multifarious activities to capture frequent customer feedbacks. In addition, Sri Lankan telecom operators should take necessary actions to review transformational approaches and market oriented behaviour as a health check to enhance the organisational performance.

Therefore, top managements and the transformation management teams of Sri Lankan telecom operators should drive the relevant business units to create new products and services by analysing the bigger picture of the customers' behaviour. Finally, Sri Lankan telecommunication companies should transform their cultures towards market oriented rather than technology based product marketing.

6.5 Contribution of the Study

6.5.1 Managerial Implications

The study carries number of implications for the top and middle level management as well as transformation management teams. The findings of the research are particularly important in designing transformation programs and developing transformational factors in achieving market orientated behaviour. The positive relationship between organisation transformation, market orientation and organisation culture are not the only findings, the importance of each transformational factor towards transformation success and employee perception on transformational factors are much important to recognize positives and loopholes of current organisation practices. The finding also highlighted low effectiveness of certain transformational factors towards market orientation, where such elements could be deeply analysed for organisational success. Therefore, study give rise for the management to identify the areas to develop in future transformation and tuning the current practices to reach the expected market oriented behaviour in Sri Lankan telecom operators.

Unlike other industries, telecommunication industry as a rapidly changing technology based environment needs quite different approach to handle market-oriented behaviour and this study carries important information for top managements to develop the business by aligning to the most preferable suggestions emphasized through the study. As there are less studies on transformation and market orientation focused towards the telecommunication industry, this study carries high value to the growth of Sri Lankan telecommunication industry, which contributes to turn the telecom operators for results oriented organisations.

6.5.2 Theoretical Implications

The main contribution of this study towards theory development involves in discussing the key factors of organisation transformation i.e. leadership, resources, structure, systems and innovation. Many researchers have conducted studies with few transformational factors in one study, but this research includes wider area of transformation in rapidly changing business environment. In market orientation point of view, the study aligned to the theory developed by Kohli and Jaworski (1990) as well as Narver and Slater (1990). This research denoted the relationship and effectiveness of organisation transformation as well as its factors towards market orientation, which add value to the theory of organisation transformation and market orientation. Further, this study contributes the theory on how organisational culture behaves with the relationship between organisation transformation and market orientation.

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6.6 Limitations and Future Research

6.6.1 Limitations

The study carries several limitations. The research specified to telecommunication industry in Sri Lanka, but the finding might change for other industries. The date collected from executive level employees and some of the executive level staff were mostly practicing transactional leadership, sometimes they might not have the overall picture of organisation transformation and market orientation. The study did not consider non-executive staff while collecting data with an assumption that they lag in knowledge of organisation transformation and market orientation. However, it was found that some non-executive staff also achieved certain academic milestones, and such employees might contribute their perception to the research data. In addition, the study focused only executive employees work for Sri Lankan telecom operators while analysing the level of customer orientation under market orientation, however customer orientation level might differ from real Sri Lankan customers' viewpoint. Further, the responders might have different perceptions on previous transformation programs based on how they experienced and how many transformations they witnessed. The results may vary, as the data collection did not focus only on specific transformation program or programs. Nevertheless, the research did not focus on the interrelationship between independent variables, which may lead to new findings. Finally, some responders did not like to spend more time on filling the questionnaire, where the data might carry certain errors.

6.6.2 Future Studies

The study also created the opportunity for future research work. The validity of the conceptual framework proposed in this study can be used to form hypotheses of future research in this area of study. In addition, findings can be used to support the literature of future study engage with organisation transformation and market orientation. Further, the conceptual framework and the findings can be applied to other industries that change frequently in the business environment such as IT, digital program development and other service sectors etc. Sri Lanka is a developing country, which represent a different culture and business environment compared to western countries. Therefore, findings and conclusive evidence can be used to validate the future research carried out in South Asian and other developing countries. At last, future research could be carried out with antecedent and other output variables by developing the conceptual framework. Further, studying the interrelationship between independent variables could generate more clarity.

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Appendix 1.0 – Foreign companies shareholding power of Sri Lankan telecom operators

Table 79: Foreign companies' shares in Sri Lankan telecommunication operators (Source: Developed by Author)

Telecom Operator	Foreign Shareholding Company	Foreign Company Share	Source
Sri Lanka Telecom PLC	Global Telecommunication Holdings NV	44.98%	Sri Lanka Telecom Plc Annual Report (2017)
Mobitel (Pvt) Ltd.	Fully owned subsidiary of Sri Lanka Telecom Plc.		
Dialog	Axiata Investment (Labuan) Ltd. (USD 2.3Bn FDI)	83.3%	Dialog Annual Report (2017)
Hutch & Etisalat (After the merger in 2018)	CK Hutchison Holdings	85%	De-Andrado (2018)
	Etisalat Abu Dhabi	15%	
Bharati Airtel Lanka	Fully owned subsidiary of Bharati Airtel		Airtel Company Overview (Website)

Appendix 2.0 – Negative results of change approaches in the Sri Lankan Telecom sector

Table 80: Results due to change efforts and key decisions taken by telecom operators (Source: Developed by Author)

Description	Evidence
Dialog loss its net profit by 11% due to the cost incurred from TV broadcast service at the beginning	TeleGeography – Authoritative Telecom Data – 19th Feb 2008
Dialog lost Rs 2.9 Billion due to cost hike of 40% to improve the change process of delivering the service	TeleGeography – Authoritative Telecom Data – 25th Feb 2008
Millicom's Sri Lankan operation "Tigo" decided to offload its Asian assets as "Tigo" was losing its Sri Lankan market share from 30% since 2002 to 17.5% in 2009. Even though company recorded 2.2M subscriber base in 2009 by investing on its coverage and sales strategy, could not reach to the expected goals. Therefore confirm to sell its 100% ownership	TeleGeography – Authoritative Telecom Data – 14h Sept 2008
Bharati Airtel near to sell Airtel Lanka due to making losses and failing to align with the strategic direction	TeleGeography – Authoritative Telecom Data – 27h Aug 2013
SLT as a telecommunication giant has resulted in waste of money on failing transformation efforts in the past decade.	SLT annual reports 2008/2013
SLT engineers threaten strike action, allege mismanagement and malpractice	Sirimanna 27th August 2017 The Sunday Times
Etisalat and Hutch to merge and Hutchison to hold the controlling stake – The decision taken to position the company better to serve their Sri Lanka customers.	TeleGeography – Authoritative Telecom Data – 27th April 2018

Appendix 3.0 – Research Questionnaire

Survey

I, K.M Ruwan S.B Rekogama following a Doctor of Business Administration at University of Wales Trinity Saint David, United Kingdom. I will be conducting this survey to support my final thesis *"Influence of Organisational Transformation Factors on Market Orientation: A Study on Sri Lankan Telecommunication Sector".*

The information you provide will be treated confidentially and it will not collect your personal identifications or not make identifiable if published. The collected data will be used only for the particular research study purpose. In addition, this study will be conducted by adhering to the country's legal framework and avoid collecting any sensitive or other embarrassing information. The participants' participation is voluntary and participants have the full right to refrain in answering to the questionnaire or having the option of omitting any question without pointing out any reason. Your kind corporation will be a great support to conduct a meaningful study.

Demographic Questions

1) What is your gender?

   Male ☐   Female ☐

2) Which age category you belongs?

   Age 21 – 30 ☐   Age 31-40 ☐   Age 41 - 50 ☐   Age 51 – 60 ☐   Age 61 & above ☐

3) How long you have been working for Sri Lankan Telecom sector?

   Less Than 1 Year   ☐   Between 1 to 5 Years ☐

   Between 5 to 10 Years ☐   More Than 10 years   ☐

4) Educational Qualification?

   Diploma   ☐   University Degree   ☐

   Postgraduate Diploma ☐   Masters   ☐

   Doctorate   ☐   Others, please specify **………………………..**

5) Which designation you hold?

Chief Officer/ Top Management Level ☐   GM/Head of department ☐

DGM/AGM/Senior Manager ☐   Manager ☐

Engineer ☐

6) Have you witnessed any Organisation Transformation in your organisation?

Yes ☐   No ☐

7) If so, what type of organisation transformation you have participated? (Please tick multiple if any)

Functional or structural transformation ☐ Cultural transformation ☐

Business process transformation ☐ Overall performance improvement ☐

End-to-End companywide transformation ☐ Digital Transformation ☐

Others, please specify …………………..

8) According to your experience, how many organisation transformation and change initiatives took place in your organisation for the past 15 years?

One ☐   Two ☐   Three ☐   More than Three ☐

Organisation Leadership

9) Do you believe that Sri Lankan telecom companies need a charismatic leadership and direct top management involvement for transformation?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

10) Did clear leadership vision and building employee trust improve the performance of previous organisation transformations?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

11) Does complex telecommunication business need a transformation management team to drive the employees for creativity, problem solving and market analysis?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

12) Did leadership effort in building innovative entrepreneurial business environment improved the performance rate of previous transformations?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

13) How do you rate the importance of direct leadership empowerment to build new thinking and admire employee achievements in Sri Lankan telco environment?

Very Important ☐ Important ☐ Moderate ☐ Not Important ☐ Not at all Important ☐

14) More responsibility and decision making power given to functional teams of a telco lead for successful transformation?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

Organisation Resources

15) Do you believe that adequate financial funding as a key enabler for the success rate of previous transformations?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

16) Do you believe that organisational infrastructure arrangement improved the success rate of previous transformations?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

17) Do you believe employee resourcefulness for managing knowledge, technology know-how and handling different situations supported success rate of previous transformations?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

18) Does organisational transformation and change implementation motivate employees to hold more roles, responsibilities and encourage employees for tailor made training?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

19) How far do you agree to the organisational employee hiring criteria aligned with educational qualification and telecom industry experience?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

20) Do you agree that rewards and performance criteria enhanced employee commitment in implementing previous transformation programs?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

Organisation Structure

21) Do you agree that organisational structure should be relooked when implementing transformation of Sri Lankan telcos?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

22) Does organisation restructuring can improve the communication and responsibility gaps of changing telecom environment?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

23) Do you agree that organisational effort need to spread within sub business units favourably and logically during transformation implementation?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

24) Do you agree to the statement "organisation structural transformation improves organisational growth and performance"?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

25) Does organisation structural alignment improve business agility and responsiveness in previous transformation implementation?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

26) Do you believe that emerging virtual office concepts creates more responsive work force within the Sri Lankan telecommunication organisation structure?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

Organisation Systems

27) Do you agree that well framed processes and procedures support for the changing telecom business environment?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

28) Do you agree that developing procedural and internal communication techniques increased service efficiency in previous transformations?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

29) Do you agree that maintaining a knowledge hub and information flow among different business units smoothen the previous transformation implementation?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

30) Does technology usage simplify and improve the processes within the Sri Lankan telecom organisation?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

31) Do you believe that communication channels and new digital platforms as key enablers in implementing transformations of Sri Lankan telecom operators?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

32) Do you agree that supply chain improvement with new technology enhance telecom operator performance and agility?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

Organisation Innovation

33) Do you believe that capturing innovative ideas and spreading them throughout the organisation encourage the individual performance?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

34) Do you agree that flexibility in planning and redesigning telecommunication business through a learning process supports for transformation success?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

35) Do you agree that innovative operation and management initiatives during previous transformations increased the overall performance?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

36) Do you agree that analysing only the customer demands contribute in setting innovative telecommunication trends?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

37) Do you agree that Sri Lankan telecom operator focus on developing digitalization and technology-based products improve more revenue?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

38) Do you agree that organisational strategy and roadmap need continuous development to enhance the innovative capability of a telecom operator?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

Organisation Culture

39) Do you believe that cultivating organisational learning on telco environment enables to improve employee behavioural pattern, working style and commitment?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

40) Do redesigning organisational processes, procedures and structure with more flexibility contribute to change organisation culture in previous transformations?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

41) Does transformation leadership and building innovative capability of a telco contribute in changing the existing organisation culture?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

42) Did organisation culture development empowers to respond for the challenging technology and market change in previous transformations?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

43) Do you believe that past organisation cultural development energized the decision-making power and employee behaviour?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

44) Do you agree that effort in developing organisation culture during previous transformations improved organisation overall performance?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

Market orientation

45) Do you agree that previous transformation supported to create a competitive edge on focusing future market trends and existing customer demand?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

46) Do you believe that introducing low cost products aligning to Sri Lankan customer demand as a definite advantage?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

47) Do you agree that currently Sri Lankan telcos take corrective technology and product related actions based on customers' feedback?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

48) Do you agree that competitive telecommunication products introduced in the recent past improved customer satisfaction?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

49) Do you agree that cross-functional team analysis on competitor product offerings and strategies support for rapid market response?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐

50) Do you agree that inter department coordination improves information and other resource utilization in serving greater customer needs?

Strongly Agree ☐ Agree ☐ Moderate ☐ Disagree ☐ Strongly Disagree ☐