References

- Abarajithan, J. W., & Abarajithan, A. N. (n.d.). A study on the customer orientation of the Sri Lankan Banking Sector. *International Journal of Consumer Studies*, 1(1), 124–132.
- Aaker, D. (1991). Managing Brand Equity. New York: Free Press.
- Abeytunge, N. (2011). Change management in lean implementation: case study on MAS Holdings. (MBA). University of Moratuwa. Moratuwa. Sri Lanka.
- Ackoff, R. L. (1999). *Ackoff's Best. His Classic Writings on Management*. New York: John Wiley & Sons.
- Adizes, I. (1979). Organizational Passages: Diagnosing and Treating Life Cycle Problems in Organizations. *Organizational Dynamics*, *1*(1), 3–24.
- Aldoseri, A. (2015). room "Wonderful hotel" TripAdvisor. Retrieved January 3, 2019, from https://www.tripadvisor.co.za/LocationPhotoDirectLink-g293962-d6912248-i128692904-Cinnamon_Red_Colombo-Colombo_Western_Province.html
- Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 844–859.
- Al-Refaie, A. (2015). Effects of human resource management on hotel performance using structural equation modeling. *Computers in Human Behavior*, 43(1), 293–303.
- Alsmadi, M., Almani, A., & Jerisat, R. (2012). A comparative analysis of Lean practices and performance in the UK manufacturing and service sector firms. *Total Quality Management*, 23(4), 381-396.
- Amin, M., Aldakhil, A. M., Wu, C., Rezaei, S., & Cobanoglu, C. (2017). The structural relationship between TQM, employee satisfaction and hotel performance. *International Journal of Contemporary Hospitality Management*, 29(4), 1256–1278.
- Amin, M., Ismail, W. K. W., Rasid, S. Z. A., & Selemani, R. D. A. (2014). The impact of human resource management practices on performance: evidence from a Public

- University. *The TQM Journal*, 26(1), 125–142.
- Anderson, C. (2012). The Impact of Social Media on Lodging Performance. *Cornell Hospitality Report*, 12(15), 6-11.
- Andrés-López, E., González-Requena, I., & Sanz-Lobera, A. (2015). Lean Service: Reassessment of Lean Manufacturing for Service Activities. *Procedia Engineering*, 132, 23–30.
- Arsić, M., Nikolić, D., Živković, Ž., Urošević, S., & Mihajlović, I. (2012). The effect of TQM on employee loyalty in transition economy, Serbia. *Total Quality Management & Business Excellence*, 23(2), 719–729.
- Arts, C. (n.d.). Factors Enhancing Economic Performance in Hospitality. The Paradigm of Greek Hotel Companies. Journal of Tourism, Hospitality & Culinary Arts, 4(2), 7–18.
- Aslesen, S. (1998). Does gender make a difference in entrepreneurship? In paper presented at 10th Nordic Conference on Small Business (15–16).
- Ateljevic, I., & Doorne, S. (2000). Staying within the fence': lifestyle entrepreneurship in tourism. *Journal of Sustainable Tourism*, 8(5), 378–392.
- Avolio, B. (2005). *Leadership development in balance*. Made/born. Mahwah, NJ: Lawrence Erlbaum.
- Bandura, A. (1997). Self-efficacy: The exercise of control. New York: W. H. Freeman.
- Barney, J., Wright, M., & Ketchen Jr., D. J. (2001). The resource-based view of the firm: ten years after 1991. *Journal of Management*, 27(2), 625–641.
- Barron, P. (2008). Education and talent management: Implications for the hospitality industry. *International Journal of Contemporary Hospitality Management*, 20(7), 730–742.
- Bass, B. (1985). Leadership and performance beyond expectations. New York: Free Press.
- Bass, B. (1990). Bass and Stodgill's handbook of leadership. New York: Free Press.
- Beerli, A., & Martín, J. D. (2004). Tourists' characteristics and the perceived image of tourist

- destinations: a quantitative analysis –Acase study of Lanzarote, Spain. *Tourism Management*, 25(5), 623–636.
- Bell, S., & Orzen, M. A. (2011). *Lean IT: Enabling and sustaining your lean transformation*. New York: Productivity Press.
- Berg, C. C., & Leath, K. T. (1996). Responses of red clover cultivars to stemphylium leaf spot. *Crop Science*, *36*(1), 71–73.
- Biel, A. (1992). How brand image drives brand equity. *Journal of Advertising Research*, 32(6), 6-12.
- Bigne, E., Ruiz, C., & Sanz, S. (2005). The impact of internet user shopping patterns and demographics on consumer mobile buying behaviour. *Journal of Electronic Commerce Research*, 6(3), 193.
- Bitner, M. J., & Hubbert, A. R. (1994). Encounter satisfaction versus overall satisfaction versus quality. *Service Quality: New Directions in Theory and Practice*, *3*(1), 72–94.
- Bitner, M., Ostrom, A., & Morgan, F. (2008). Service blueprinting: A practical technique for service innovation. *California Management Review*, 50(3), 66–94.
- Bligh, M. C., Pearce, C. L., & Kohles, J. C. (2006). The importance of self- and shared leadership in team-based knowledge work. *Journal of Managerial Psychology*, 21(1), 296–318.
- Bocken, N. M. P., Short, S. W., Rana, P., & Evans, S. (2014). A literature and practice review to develop sustainable business model archetypes. *Journal of Cleaner Production*, 65(1), 42–56.
- Böckerman, P., & Ilmakunnas, P. (2012). The job satisfaction-productivity nexus: a study using matched survey and register data. *ILRReview*, 65(12), 244–262.
- Bowen, D. E., Youngdahl, W. E., Bowen, D. E., & Youngdahl, W. E. (2005). Lean service: in defense of a production-line approach. *International Journal of Service Industry Management*, 9(3), 207-225.

- Boyatzis, R., & Boyatzis, R. (2009). Competencies as a behavioral approach to emotional intelligence. *Journal of Management Development*, 28(9), 749–770.
- Brander, Brown, J., & Atkinson, H. (2001). Rethinking Performance Measures: Assessing Progress in UK Hotels. *International Journal of Contemporary Hospitality Management*, 13(3), 128–135.
- Briana Morgaine. (2018). 8 Reasons Why Entrepreneurs Started Their Own Businesses | Bplans. Retrieved October 14, 2018, from https://articles.bplans.com/8-reasons-why-entrepreneurs-started-their-own-businesses/
- Brooks David. (2014). Should you live for your résumé or your eulogy? Retrieved November 5, 2018, from https://www.ted.com/talks/david_brooks_should_you_live_for_your_resume_or_your_e ulogy/transcript?referrer=playlist-what is success
- Bruno, R., & Jordan, L. (2002). Lean Production and the. *International Journal of Production Economics*, 6(1), 108–134.
- Butcher, D. (2009). Technology's Role in Lean Today. Retrieved May 30, 2019, from https://news.thomasnet.com/imt/2009/11/10/role-of-technology-in-lean-manufacturing-processes-today
- Capelli, P., & Rogovsky, N. (1994). New work systems and skill requirements. *International Labour Review*, 133(2), 205–213.
- Carman, J. (1990). Consumer perceptions of service quality: An assessment of the SERVQUAL dimensions. *Journal of Retailing*, 66(1), 33–55.
- Carson, J., Tesluk, P., & Marrone, J. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of Management Journal*, 50(5), 1217–1234.
- Carter, D., & DeChurch, L. (2012). Networks: The way forward for collectivistic leadership research. *Industrial and Organizational Psychology*, *5*, 412–415.
- Carty, M. (2018). India's Outbound Tourism Spending Is Expected to Grow Rapidly Skift.

- Retrieved January 5, 2019, from https://skift.com/2018/09/04/indias-outbound-tourism-spending-is-expected-to-grow-rapidly/
- Casaló, L, Flavián, C., & Guinalíu, M. (2010). Relationship quality, community promotion and brand loyalty in virtual communities: evidence from free software communities. *International Journal of Information Management*. 30, 357–367.
- Chakravarthy, B. (1986). Measuring strategic performance. *Strategic Management Journal*, 7(5), 437–458.
- Chen, C., & Phou, S. (2013). A closer look at destination: Image, personality, relationship and loyalty. *Tourism Management*, *36*, 269-278.
- Chernatony, L., & McDonald, M. (1998). *Creating Powerful Brands* (2nd ed.). Butterworth-Heinemann: Oxford.
- Chi, C. G., & Gursoy, D. (2009). Employee satisfaction, customer satisfaction, and financial performance: an empirical examination. *International Journal of Hospitality Management*, 28, 245–253.
- Cohen, S., & Bailey, D. (1997). What makes teams work: Group effectiveness research from the shop floor to the executive suite. *Journal of Management*, 23, 239–290.
- Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: *Integrating theory and practice. Academy of Management Review, 13*, 471–482.
- Cox, J., Pearce, C., & Sims, H. (2003). Toward a broader agenda for leadership development: Extending the traditional transactional–transformational duality by developing directive, empowering and shared leadership skills. *The future of leadership development, 1*, 161–180.
- Crnogaj, K., & Rebernik, M. (2013). Entrepreneurship Policy and Supportive Environment for Entrepreneurship Development. *Management*, 8(4), 309–332.

- Cronin, J., & Taylor, S. (1994). SERVPERF versus SERVQUAL: Reconciling performance based and perceptions-minus-expectations measurement of service quality. *Journal of Marketing*, 58(1), 125–131.
- Crotts, J. (1999). Consumer decision making and prepurchase information search. *Consumer Behavior in Travel and Tourism*, 149–168.
- Cullen, K., Palus, C., Chrobot-Mason, D., & Appaneal, C. (2012). Getting to "we": Collective leadership development. *Industrial and Organizational Psychology*, *5*, 428–432.
- Cummings, T., & Worley, C. (2005). *Organization development and change* (6th ed.). Cincinnati: South-Western.
- Currie, G., & Lockett, A. (2007). A critique of transformational leadership: *Moral, professional and contingent dimensions of leadership within public services organizations. Human Relations, 60,* 341–370.
- Daghfous, A., & Barkhi, R. (2009). The strategic management of information technology in UAE hotels: An exploratory study of TQM, SCM, and CRM implementations. *Technovation*, 29(9), 588–595.
- Dahlgaard, J. J., & Dahlgaard-Park, S. M. (1999). Core Value and Core Competence Deployment a Pre-condition for achieving Business Excellence. In *International Conference on TOM and Human Factors*.
- Dahlgaard, J. J., & Dahlgaard-Park, S. M. (2003). The "4P" Quality Strategy for Breakthrough and Sustainable Development. In *the 7th QMOD Conference*. Monterrey.
- DaSilva, C. M., & Trkman, P. (2014). Business Model: What it is and what it is not. *Long Range Planning*, 47(1), 379–389.
- Day, D. V., Gronn, P., & Salas, E. (2004). Leadership capacity in teams. *The Leadership Quarterly*, 15, 857–880.
- Dearborn, D. C., & Simon, H. A. (1958). Selective Perception: A Note of Departmental Identification of Executives. *Sociometry*, *21*, 140–144.

- Decramer, A., Smolders, C., & Vanderstraeten, A. (2013). Employee performance management culture and system features in higher education: relationship with employee performance management satisfaction. *The International Journal of Human Resource Management*, 24, 352–371.
- Decrop, A. (1999). Tourists' Decision-making and behavior Process. *Consumer Behavior in Travel and Tourism*, 103–133.
- Denrell, J. (2005, April). Selection Bias and the Perils of Benchmarking. *Harvard Business Review*, 2.
- Dibb, S., & Simkin, L., (1991). Targeting, segments and positioning. *International Journal of. Retail Distribution Management.* 19(3), 4–10.
- Dipietro, R. B., Kline, S. F., & Nierop, T. (2014). Motivation and satisfaction of lodging employees: an exploratory study of Aruba. *Journal of Human Resources in Hospitality & Tourism*, *13*(1), 253–276.
- Downton, J. (1973). Rebel leadership: Commitment and charisma in the revolutionary process. New York: The Free Press.
- Drucker, P. F. (1973). Management, Tasks, Responsibilities, Practices. New York: NY.
- Duclos, L. K., Sih, S. M., & Lummus, R. R. (1995). JIT in services: a review of current practices and future directions for research. *International Journal of Service Industry Management*, 6(5), 36–52.
- Dulebohn, J., & Martocchio, J. (1998). Employee perceptions of the fairness of work group incentive pay plans. *Journal of Management*, 24, 469–488.
- Dyke, L. S., & Murphy, S. A. (2006). How we define success: a qualitative study of what matters most to women and men. *Sex Roles*, *55*(5), 357–371.
- Egan, T. M. (2002). Organization Development: An Examination of Definitions and Dependent Variables. *Organization Development Journal*, 20(2), 59–69.

- Ensley, M. D., Hmieleski, K. M., & Pearce, C. L. (2006). The importance of vertical and shared leadership within new venture top management teams: *Implications for the performance of startups*. *The Leadership Quaterly*, 17, 217–231.
- Ensley, M. D., Pearson, A., & Pearce, C. L. (2003). Top management team process, shared leadership, and new venture performance: A theoretical model and research agenda. *Human Resource Management Review, 13*(2), 329–346.
- Fernando, S., J, B. S., Liyanaarachchi, S., & Smith, C. (2014). Managing the Tourism-Led Development Strategy in, 5(1), 1–18.
- Fernando, N. (2018, November 19). Tourism industry sees slowdown in bookings during key winter season. *Daily Mirror*, 1.
- Fischer, E. M., Reuber, A. R., & Dyke, L. S. (1993). A theoretical overview and extension of research on sex, gender, and entrepreneurship. *Journal of Business Venturing*, 8(2), 151–168.
- Fisher, R., Maritz, A., & Lobo, A. (2014). Evaluating entrepreneurs' perception of success: Development of a measurement scale. *International Journal of Entrepreneurial Behaviour and Research*, 20(5), 478–492.
- Fitzgerald, L., Johnston, R. S., Brignall, T. J., Silvestro, R., & Voss, C. (1991). *Performance Measurement in Service Businesses*. London: Chartered Institute of Management Accountants.
- Frick, J., Acur, N., Gertsen, F., & Sun, H. (2003). The formalisation of manufacturing strategy and its influence. *International Journal of Operations and Production Management*, 23(10), 1114–1141.
- Friedrich, T. L., Vessey, W. B., Schuelke, M. J., Mumford, M. D., Yammarino, F. J., & Ruark, G. A. (2014). Collectivistic leadership and George C.Marshall: *A historiometric analysis of career events. The Leadership Quarterly*, 25, 449–467.
- GhodeswarB. M. (2008). Building brand identity in competitive markets: a conceptual model. *Journal of Product & Brand Management*, 17(1), 4–12.

- Gilson, L., Daire, J., Patharath, A., & English, R. (2011), "Leadership and governance within the South African health system", South African Health Review, Durban Health System Trust, Durban, 69-80.
- Gölpek, F. (2015). Service Sector and Technological Developments. *Procedia Social and Behavioral Sciences*, *181*, 125–130.
- Gorgievski, M., Ascalon, M., & Stephan, U. (2011). Small business owners' success criteria, a values approach to personal differences. *Journal of Small Business Management*, 49(2), 207–232.
- Gowrie, V., Jayashree, S., & Marthandan, G. (2012). Critical Success Factors of Sustainable Competitive Advantage: A Study in Malaysian Manufacturing Industries. *International Journal of Business and Management*, 7(22).
- Goyal, S., & Grover, S. (2012). A comprehensive bibliography on effectiveness measurement of manufacturing systems. *International Journal of Industrial Engineering Computations*, 3(4), 587–606.
- Greenleaf, R. K. (1977). Servant-leadership: *A journey into the nature of legitimate power and greatness*. Mahwah, NJ: Paulist Press.
- Grille, A., Schulte, E. -M., & Kauffeld, S. (2015). Promoting shared leadership: A multilevel analysis investigating the role of prototypical team leader behavior, psychological empowerment, and fair rewards. *Journal of Leadership & Organizational Studies*, 22, 324–339.
- Gronhaug, K., Falkenberg, J. S., Eden, C., & Spender, J. C. (1998). Success attributions within across organizations. *Managerial and Organizational Cognition: Theory, Methods and Research*, 2(1), 93–107.
- Gronn, P. (2002). Distributed leadership as a unit of analysis. *The Leadership Quarterly*, 13, 423–451.
- Groves, R., Lueck, K., & Redaelli, S. (2018). Commercial excellence: Your path to growth, Atlanta: McKinsey & Company.

- Gu, Z. (2005). Economies of Scale Could Be Key to Profitability. *International Journal of Hospitality & Tourism Administration*, 6(1), 73–85.
- Gunawardana, K. D. (2018). An analysis of medical waste management practices in the health care sector in Colombo. *Management of Environmental Quality: An International Journal*, 29(5), 813–825.
- Gupta, S., Sharma, M., & Sunder M, V. (2016). Lean services: a systematic review. International Journal of Productivity and Performance Management, 65(8), 1025–1056.
- Gursoy, D., & Swanger, N. (2007). Performance-enhancing internal strategic factors and competencies: Impacts on financial success. *International Journal of Hospitality Management*, 26(3), 213–227.
- Hackman, J. R., & Wageman, R. (2007). Asking the right questions about leadership: *Discussion and conclusions. American Psychologist*, 62, 43–947.
- Haley, R. (1968). Benefit segmentation: A decision-oriented research tool. *Journal of Marketing*. 32, 30–35.
- Hallberg, G., (1995). All Customers Are NOT Created Equal. John Wiley and Sons, New York.
- Harmsen, H., Grunert, K. G., & Bove, K. (2000). Company competencies as a network: the role of product development. *Journal of Product Innovation Management*, 17(1), 194–207.
- Harrington, H. J. (2004). The Fallacy of Universal Best Practices. *Total Quality Management & Business Excellence*, 15(1), 5–6.
- Harter, J.K., Schmidt, F.L. & Hayes, T.L. (2002), "Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis", *Journal of Applied Psychology*, 87(2), 268-279.
- Hayes, K. D., Ninemeier, D. J., & Miller, A. A. (2011). Foundations of Lodging Management. UK: Pearson Education.
- He, P., Murrmann, S. K., & Perdue, R. R. (2010). An investigation of the relationships among

- employee empowerment, employee perceived service quality, and employee job satisfaction in a US hospitality organization. *Journal of Foodservice Business Research*, 13, 36–50.
- He, Y., Li, W., & Lai, K. K. (2011). Service climate, employee commitment and customer satisfaction: evidence from the hospitality industry in China. *International Journal of Contemporary Hospitality Management*, 23, 592–607.
- Heskett, J. L., & Schlesinger, L. A. (1994). Putting the service-profit chain to work. *Harvard Business Review*, 72(2), 164–174.
- Heung, V. C. S., Wong, M. Y., & Qu, H. (2000). Airport-restaurant service quality in Hong Kong: an application of SERVQUAL. *Cornell Hotel and Restaurant Administration Quarterly*, 41(3), 86–95.
- Hmieleski, K. M., Cole, M. S., & Baron, R. A. (2012). Shared authentic leadership and new venture performance. *Journal of Management*, *38*, 1476–1499.
- Hoch, J. E., Pearce, C. L., & Welzel, L. (2010). Is the most effective team leadership shared? The impact of shared leadership, age diversity, and coordination on team performance. *Journal of Personnel Psychology*, 9, 105–116.
- Hofer, C., & Schendel, D. (1978). Strategy Formulation: Analytical Concepts. St. Paul: West.
- Hong, P., Yang, M. G. M., & Dobrzykowski, D. D. (2014). Strategic customer Service orientation, lean manufacturing practices and performance outcomes: An empirical study. *Journal of Service Management*, 25(5), 699–723.
- Hosseini-nasab, H., Dehghani, M., & Hosseini-nasab, A. (2013). Analysis of Technology Effectiveness of Lean. *Industrial Engineering*, 23, 1–10.
- House, R. J., & Baetz, M. L. (1979). Leadership: Some empirical generalizations and new research directions. In B. M. Staw (Ed.), Research in organizational behavior, 1, 399– 401. Greenwich, CT: JAI Press.
- Hsu, S. H., & Wang, Y. C. (2008). The development and empirical validation of the employee

- satisfaction index model. Total Quality Management & Business Excellence, 19, 353–366.
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (1996). *Leadership. Enhancing the lessons of experience*. Chicago: Irwin.
- IEP. (2018). Quantifying Peace and its Benefits. Sydney: Institute of Economic & Peace.
- Ivankovič, G., Janković, S., & Peršić, M. (2010). Framework for performance measurement in hospitality industry-case study Slovenia. *Ekonomska Istrazivanja*, 23(3), 12–23.
- Jain, S. K., & Gupta, G. (2004). Measuring service quality: SERVQUAL vs. SERVPERF scales. Vikalpa: *The Journal for Decision Makers*, 29(2), 25–37.
- Jakubow, L. (2000). Społeczne uwarunkowania rozwoju przedsiebiorstw. Wrocław: Wydawnictwo AE.
- Jayakody, J. A. S. K., & Sanjeewani, W. M. A. (2005). The best business practices of Sri Lankan firms. *Journal of Management Development*, 24(7), 622–631.
- Jitpaiboon, T., Dobrzykowski, D., Ragu, T. S., & Vonderembse, M. (2013). Unpacking IT use and integration for mass customization: a service-dominant logic view. *International Journal of Production Research*, *51*(8), 2527–2547.
- Jones, T. A., & Lockwood, A. (1998). Operations Management Research in the Hospitality Industry. *International Journal of Hospitality Management*, 17(1), 183–202.
- JOTHY. (2017). Why Sri Lankan SMEs Should Follow Customer-Centric Approach? Retrieved August 20, 2018, from http://blog.advisor.lk/wp/2017/12/04/sri-lanka-customer-centric-approach/
- Judge, T.A., Thoresen, C.J., Bono, J.E. & Patton, G.K. (2001), "The job satisfaction job performance relationship: a qualitative and quantitative review", Psychological Bulletin, 127(3), 376-407.
- Jung, H. S., & Yoon, H. H. (2015). The impact of employees' positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel. *International Journal of Contemporary Hospitality Management*, 27, 1135–1156.

- Kapferer, J. N. (2004, June 30). Brand NEW world, brand equity. The Economic Times, 2.
- Kapferer. (2008). The new strategic brand management: *Creating and sustaining brand equity*. Kogan Page Ltd.
- Kapiki, S. T. (2012). FACTORS ENHANCING ECONOMIC PERFORMANCE IN HOSPITALITY. THE PARADIGM OF GREEK HOTEL COMPANIES. *Journal of Tourism, Hospitality & Culinary Arts*, 4(2), 7–16.
- Karatepe, O. M. (2012). Perceived organizational support, career satisfaction, and performance outcomes: a study of hotel employees in Cameroon. *International Journal of Contemporary Hospitality Management*, 24(1), 735–752.
- Karatepe, O. M. (2015). The impact of employees' positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel. *International Journal of Contemporary Hospitality Management*, 27, 1135–1156.
- Kayaman, R., & Arasli, H. (2007). Customer based brand equity: Evidence from the hotel industry. Managing Service Quality: *An International Journal*, *17*, 92-109.
- Kee, T. (2008). Majority of online shoppers check at least four reviews before buying. Retrieved from www.mediapost.com/publications/article/76727/majority-of-online-shoppers-check-at-leastfour-%0Are.html
- Keegan, A. (2001). On the Frontiers of Management. *International Journal of Project Management*, 19(6), 371-374.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1-22.
- Keller, K. L. (2008). Best practice cases in branding: Lessons from the world's strongest brands. Upper Saddle River: Prentice Hall.
- Kervyn, N., Fiske, S. T., & Malone, C. (2012). Brands as intentional agents' framework: How perceived intentions and ability can map brand perception. *Journal of Consumer Psychology*, 22(1), 166-176.

- Khan, I., Garg, R. J., & Rahman, Z. (2015). Customer Service Experience in Hotel Operations: An Empirical Analysis. *Procedia Social and Behavioral Sciences*, *189*, 266–274.
- Kim, W. G., & Park, S. A. (2017). Social media review rating versus traditional customer satisfaction: Which one has more incremental predictive power in explaining hotel performance? *International Journal of Contemporary Hospitality Management*, 29(2), 784–802.
- Kim, W. G., Cho, M., & Brymer, R. A. (2013). Determinants affecting comprehensive property-level hotel performance: the moderating role of hotel type. *International Journal of Hospitality Management*, *34*, 404–412.
- Kim, W., Chae, B. K., & Kim, W. (2018). Understanding the relationship among resources, social media use and hotel performance. The case of twitter use by hotels. *International Journal of Contemporary Hospitality Management*, 30(9), 2888-2907.
- Kingman-Brundage, J., George, W. R., & Bowen, D. E. (1995). "Service logic": Achieving service system integration. *International Journal of Service Industry Management*, 6(4), 20–39.
- Kirkman, B. L., & Rosen, B. (1997). A model of work team empowerment. *Research in organizational change and development*, 10, 131–167. Greenwich, CT: JAI Press.
- Kirkwood, J. J. (2016). How women and men business owners perceive success. *International Journal of Entrepreneurial Behaviour and Research*, 22(5), 594–615.
- Klein, K. J., Ziegert, J. C., Knight, A. P., & Xiao, Y. (2006). Dynamic delegation: Shared, hierarchical, and deindividualized leadership in extreme action teams. *Administrative Science Quarterly*, 51(4), 590–621.
- Knapp, D. (2000). The Brand Mindset: Five Essential Strategies for Building Brand Advantage Throughout Your Company (1st ed.). New York, NY: McGraw-Hill.
- Kondo, Y. (1995). *Companywide Quality Control its Background and Development*. Tokyo: 3A CORPORATION.

- Koyuncu, M., Burke, R., Fixenbaum, L., & Tekin, Y. (2013). Antecedents and consequences of employee voice behaviour among front-line employees in Turkish hotels. *Anatolia*, 24(1), 427–437.
- Kramer, M. W., & Crespy, D. A. (2011). Communicating collaborative leadership. *The Leadership Quarterly*, 22, 1024–1037.
- Krijnen, A. (2007). The Toyota way: 14 management principles from the world's greatest manufacturer. Action Learning: Research and Practice. New York: McGraw-Hill.
- Kuenzel, S., & Halliday, S. V. (2008). Investigating antecedents and consequences of brand identification. *Journal of Product & Brand Management*, 17, 293-304.
- Kuhnert, K. W., & Lewis, P. (1987). Transactional and transformational leadership: A constructive/developmental analysis. *Academy of Management Review*, *12*, 648–657.
- Kutschera, S. (2018). Travel statistics to know about in 2018 and 2019. Retrieved January 5, 2019, from https://www.trekksoft.com/en/blog/65-travel-tourism-statistics-for-2019
- Lam, S. K., Ahearne, M., Hu, Y., & Schillewaert, N. (2010). Resistance to brand switching when a radically new brand is introduced: A social identity theory perspective. *Journal of Marketing*, 74, 128-146.
- Langvinienė, N., & Daunoravičiūtė, I. (2015). Factors Influencing the Success of Business Model in the Hospitality Service Industry. *Procedia Social and Behavioral Sciences*, 213, 902–910.
- Lay, G., Copani, G., Ja"ger, A., & Biege, S. (2010). The relevance of service in European manufacturing industries. *Journal of Service Management*, 21(5), 715–726.
- Lee, J. S., Back, K. J., & Chan, E. S. (2015). Quality of work life and job satisfaction among frontline hotel employees: a self-determination and need satisfaction theory approach. *International Journal of Contemporary Hospitality Management*, 27, 768–789.

- Lee, W., Chen, C., & Lee, C. (2015), "The relationship between internal marketing orientation, employee commitment, charismatic leadership and performance", *Proceedings of the 17th International Conference on Electronic Commerce in Seoul*, ACM, 1-5.
- Lee-Gosselin, H., & Grisé, J. (1990). Are women owner-managers challenging our definitions of entrepreneurship? An in-depth survey. *Journal of Business Ethics*, *9*(4), 423–433.
- Liker, J. K., & Morgan, J. M. (2006). The Toyota Way in Services: The Case of Lean Product Development. *Academy of Management Perspectives*, 20(2), 5–20.
- Likierman, A. (n.d.). MEASURING COMPANY SUCCESS. London: London Business School.
- Liu, M. T., Wong, I. K. A., Tseng, T. H., Chang, A. W. Y., & Phau, I. (2017). Applying consumer-based brand equity in luxury hotel branding. *Journal of Business Research*, 81(2), 192–202.
- Lucas, S. (2014). *Impact of changes in the external environment on the tourism industry in Sri Lanka*. Ministry of Economic Development: Sri Lanka.
- Manaf, M. H. (2016). Application of Lean to Hotel's Operations Raising housekeeping productivity. Paper presented at Asia Tourism Forum 2016 The 12th Biennial Conference of Hospitality and Tourism Industry in Asia (ATF-16).
- Martin-Rios, C., & Ciobanu, T. (2019). Hospitality innovation strategies: An analysis of success factors and challenges. *Tourism Management*, 70(1), 218–229.
- Mattila, A. S. (2007). The impact of affective commitment and hotel type in influencing guests' share of wallet. *Journal of Hospitality & Leisure Marketing*, 15, 55-68.
- McAlexander, J., Schouten, J., Koenig, H., (2002). *Building brand community. Journal of Marketing*. 66, 38–55.
- Mcnair, D.E., Duree, C.A. & Ebbers, L. (2011), If I knew then what I know now: using the leadership competencies developed by the American association of community colleges to prepare community college presidents, *Community College Review*, 39(1), 3-25.
- Merriam-Webster Dictionary. (n.d.). Success | Definition of Success by Merriam-Webster.

- Retrieved January 3, 2019, from https://www.merriam-webster.com/dictionary/success
- Meyer, K. (2007). The False God Opens a New Front. Retrieved May 30, 2019, from http://kevinmeyer.com/blog/2007/11/the-false-god-o.html
- Ministry of Tourism Development and Christian Religious Affairs. (2017). *Sri Lanka Tourism Strategic Plan 2017-2020. Sri Lanka Tourism Strategic Plan*. Colombo.
- Mohammed, S., & Angell, L. C. (2004). Surface- and deep-level diversity in workgroups: Examining the moderating effects of team orientation and team process on relationship conflict. *Journal of Organizational Behavior*, 25, 1015–1039.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, *58*, 20-38.
- Morgeson, F. P., DeRue, D. S., & Karam, E. P. (2010). Leadership in teams: A functional approach to understanding leadership structures and processes. *Journal of Management*, *36*, 5–39.
- Morrison, A., & Teixeira, R. (2004). Small business performance: a tourism sector focus. Journal of Small Business and Enterprise Development, 11(2), 166 – 173.
- Munro, J. (n.d.). *Effective strategies for implementing differentiated instruction*. Melbourne: University of Melbourne.
- Neck, C. P., & Manz, C. C. (1994). From groupthink to team think: Toward the creation of constructive thought patterns in self-managing work teams. *Human Relations*, 47, 929– 952.
- Neuman, G. A., Wagner, S. H., & Christiansen, N. D. (1999). The relationship between work-team personality composition and the job performance of teams. *Group & Organization Management*, 24, 28–45.
- Nunes, C. R., & Studies, H. (2012). Financial Assessment of Performance in the Hotel. European Journal of Tourism, Hospitality and Recreation, 3(11), 97–109.
- Oakley, J. L. (2012). Bridging the gap between employees and customers. Journal of

- Marketing Management, 28, 1094–1113.
- Ottenbacher, M., Gnoth, J., & Jones, P. (2006). Identifying determinants of success in development of new high-contact services: Insights from the hospitality industry. *International Journal of Service Industry Management*, 17(4), 344 363.
- Ouchi, W. G. (1980). Markets, Bureaucracies, and Claus. *Administrative Science Quarterly*, 25, 129–141.
- Padgett, D., & Allen, D. (1997). Communicating experiences: a narrative approach to creating service brand image. *Journal of Advertising*, 26(4), 49-62.
- Palese, B., & Usai, A. (2018). The relative importance of service quality dimensions in E-commerce experiences. *International Journal of Information Management*, 40(7), 132–140.
- Parasuraman, A., Zeithaml, V., & Berry, L. (1988). Servqual. *Journal of Retailing*, 64(1), 12–37.
- Park, H., & Kim, Y.K. (2014). The role of social network websites in the consumer-brand relationship. *Journal of Retail and Consumer Services*. 21, 460–467.
- Pearce, C. L. (2004). The future of leadership: Combining vertical and shared leadership to transform knowledge work. *Academy of Management Executive*, *18*, 47–57.
- Pearce, C. L., & Conger, J. A. (2003). Shared leadership: Reframing the how's and whys of leadership. Thousand Oaks, CA: Sage.
- Penrice, D. (1995). *Brand Marketing. Harvard Business Review* (4th ed.). Chicago: NTC Business Books.
- Pescosolido, A. T. (2001). Informal leaders and the development of group efficacy. *Small Group Research*, 32, 74–93.
- Peters, T. J., & Austin, N. (1985). *A Passion for Excellence The Leadership Difference* (1st ed.). London: HarperCollins Publishers.

- Peters, T. J., & Waterman, R. H. (1982). In Search of Excellence. New York: Warner Books.
- Pfeffer, J. (1995). People, capability and competitive success. *Management Development Review*, 8(5), 6–10.
- Phillips, D., & Baumgartner, H. (2002). The role of consumption emotions in the satisfaction response. *Journal of Consumer Psychology*, *12*(3), 243–250.
- Piercy, N., & Rich, N. (2015). The relationship between lean operations and sustainable operations. *International Journal of Operations and Production Management*, 35(2), 282–315.
- Pillai, R., & Williams, E. (2004). Transformational leadership, self-efficacy, group cohesiveness, commitment, and performance. *Journal of Organizational Change Management*, 17, 144–159.
- Powell, D. (2013). ERP systems in lean production: new insights from a review of lean and ERP literature. *International Journal of Operations & Production Management*, 33(12), 1490–1510.
- Pradhan, S. & Pradhan, R.K. (2015), An empirical investigation of relationship among transformational leadership, affective organizational commitment and contextual performance, Vision: *Journal of Business Perspective*, 19(3), 227-235.
- Quinn, R., & Cameron, K. (1983). Organizational Life Cycles and Shifting Criteria of Effectiveness: Some Preliminary Evidence. *Management Science*, 29(1), 33–51.
- Randeree, K., & Al Youha, H. (2009). Strategic management of performance: an examination of public sector organizations in the United Arab Emirates. *International Journal of Knowledge, Culture and Change Management*, 9(4), 123–134.
- Rlayneholley. (2017). Cinnamon Red Room "An Excellent Experience" TripAdvisor. Retrieved January 3, 2019, from https://www.tripadvisor.ie/LocationPhotoDirectLink-g293962-d6912248-i264904905-Cinnamon_Red_Colombo-Colombo-Western_Province.html

- Rogelberg, S. G., Allen, J. A., Shanock, L., Scott, C., & Shuffler, M. (2010). Employee satisfaction with meetings: a contemporary facet of job satisfaction. *Human Resource Management*, 49(2), 149–172.
- Rosenzweig, E. D., Roth, A. V., & Dean, J. W. J. (2003). The influence of an integration strategy on competitive capabilities and business performance: an exploratory study of consumer products manufacturers. *Journal of Operations Management*, 49(15), 4517–4541.
- Roth, M. S. (1992). Depth versus breadth strategies for global brand image management. *Journal of Advertising*, 21(2), 25-36.
- Rust, R. T., & Zahorik, A. J. (1993). Customer satisfaction, customer retention, and market share. *Journal of Retailing*, 69(2), 193–215.
- Ryan, G., Emmerling, R. J., & Spencer, L. M. (2009). Distinguishing high-performing European executives: the role of emotional, social and cognitive competencies. *Journal of Management Development*, 28(9), 859–875.
- Ryan, G., Spencer, L. M. & Bernhard, U. (2012), Development and validation of a customized competency-based questionnaire: linking social, emotional, and cognitive competencies to business unit profitability, *Cross Cultural Management: An International Journal*, 19(1), 90-103.
- Rynes, S., & Gerhart, B. (2000). *Compensation in organizations: Current research and practice*. San Francisco, CA: Jossey-Bass.
- Sainaghi, R. (2010). Hotel performance: State of the art. *International Journal of Contemporary Hospitality Management*, 22(7), 920-952.
- Samli, A. C., & Sirgy, M. J., (1981). A multidimensional approach to analyzing store loyalty: The Changing Marketing Environment: New Theories and Applications. Chicago: American Marketing Association.
- Schau, H. J., Muñiz, A.M., & Arnould, E. J. (2009). How brand community practices create value. *Journal of Marketing*. 73(12), 5-30.

- Schiffman, L. G., & Kanuk, L. L. (2004). Customer Behavior. New Jersey: Plexus.
- Senge, P. M. (1990). *The Fifth Discipline*. New York: Doubleday Currency.
- Seth, N., Deshmukh, S. G., & Vrat, P. (2005). Service quality models: a review. International Journal of Quality & Reliability Management. 22(9), 127-134.
- Seyidov, J., & Adomaitienė, R. (2016). Factors Influencing Local Tourists' Decision-Making on Choosing a Destination: a Case of Azerbaijan. *Ekonomika*, 95(3), 112–127.
- Shimizu, T., Park, Y., & Hong, P. (2013). Supply chain risk management and organizational decision making: a case study of Japanese major automotive firm. *International Journal of Services Operations Management*, 15(3), 293–312.
- Shostack, G. (1984). L. Designing services that deliver. *Harvard Business Review*, 62(1), 133–139.
- Shuffler, M.L., Salas, E., Yammarino, F.J., Serban, A., & Shirreffs, K. (2012). Putting the "we" in leadership: Continuing the dialogue to advance our science and practice. Industrial and Organizational Psychology: *Perspectives on Science and Practice*, *5*, 440–446.
- Silk, A.L., 2006. What Is Marketing? *Harvard Business School Press*, Boston, MA.
- Silva, A. (2014), What do we really know about leadership? *Journal of Business Studies Quarterly*, 5(4), 1-4.
- Soebbing, B. P., Wicker, P., & Weimar, D. (2015), The impact of leadership changes on expectations of organizational performance, *Journal of Sport Management*, 29(5), 485-497.
- Spears, L. C. (2010). Servant leadership and Robert K. Greenleaf's legacy. *Servant Leadership*. London: Palgrave Macmillan.
- Spense, H. E., & Engel, J. F. (1970). The impact of brand preference on the perception of brand names: a laboratory analysis: Research in consumer behavior. New York: Holt, Rinehart & Winston.

- Spinelli, M. A., & Canavos, G. C. (2000). Investigating the relationship between employee satisfaction and guest satisfaction. *The Cornell Hotel and Restaurant Administration Quarterly*, 41(6), 29–33.
- Sri Lanka Tourism Development Authority. (2018). Tourism Growth Trends. Colombo.
- Ssekakubo, J., Lwanga, F., & Ndiwalana, G. (2014). Employee motivation, job satisfaction and organizational performance in Uganda's oil sub-sector, *Global Advanced Research Journal of Management and Business Studies*, 3(7), 315-324.
- Stone, G. A., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership and Organization Development Journal*, 25(4), 349 361.
- Su, N., & Reynolds, D. (2017). Effects of brand personality dimensions on consumers' perceived self-image congruity and functional congruity with hotel brands. *International Journal of Hospitality Management*, 66, 1–12.
- Susskind, A. M. (2005). A content analysis of consumer complaints, remedies, and repatronage intentions regarding dissatisfying service experiences. *Journal of Hospitality & Tourism Research*, 29(2), 150–169.
- Swaminathan, V., Fox, R. J., & Reddy, S. K. (2001). The impact of brand extension introduction on choice. *Journal of Marketing*, 65(3), 1–15.
- Szczepanski, J. (1963). Elementarne pojecia socjologii. Warsaw: PWN.
- Tchorzewski, J. (1992). *Cybernetyka zycia i rozwoju systemow*. Siedlce: Wydawnictwo Wyzszej Szkoly Rolniczo- Pedagogicznej.
- Teece, D. J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning*, 43(2), 172–194.
- The Trendsetters. (n.d.). Retrieved October 12, 2018, from https://www.forbes.com/2007/08/28/trendsetters-influence-style-forbeslife-trends07-cx_lr_0828cool.html#95d3be171555

- Thompson, J., & Richardson, B. (1996). Strategic and competitive success: Towards a model of the comprehensively competent organization. *Management Decision*, 34(2), 5–19.
- Tomal, D. R., & Jones, K. J. (2015). A comparison of core competencies of women and men leaders in the manufacturing industry, *The Coastal Business Journal*, 14(1), 13-25.
- Trainor, K. (2012). Relating Social Media Technologies to Performance: A Capabilities-Based Perspective. *Journal of Personal Selling and Sales Management*, *32*(3), 317–331.
- Tsou, H. T. (2012). Collaboration competency and partner match for e-service product innovation through knowledge integration mechanisms. *Journal of Service Management*, 23(5), 640–663.
- Turner, S. (2010). Understanding OTA sort. Retrieved October 30, 2018, from https://www.hotelnewsnow.com/Article/4200/ Blog-Understanding-OTA-sort
- Twenty Billionaires Who Started With Nothing Bloomberg. (2010). Retrieved October 14, 2018, from https://www.bloomberg.com/news/photo-essays/2010-12-06/twenty-billionaires-who-started-with-nothing
- Viglia, G., Minazzi, R., & Buhalis, D. (2016). The influence of e-word-of-mouth on hotel occupancy rate. *International Journal of Contemporary Hospitality Management*, 28(9), 2035–2051.
- Vishwakarma, C. K. (2008). The Toyota Way- 14 Management Principles. Retrieved May 30, 2019, from https://www.slideshare.net/ckvkarma/the-toyota-way-14-management-principles
- Walker, J. (2010). *Introduction to Hospitality Management*. London: Pearson Education.
- Wan, C. (2018). Chinese Travelers are Seeking New Destinations, Adventure and Authentic Local Experiences. *Web in Travel*. Retrieved from https://www.webintravel.com/chinese-travellers-now-seek-new-destinations-adventure-and-authentic-local-experiences/
- Wang, C. H., Chen, K. Y., & Chen, S. C. (2012). Total quality management, market orientation and hotel performance: The moderating effects of external environmental factors.

- *International Journal of Hospitality Management*, 31(1), 119–129.
- Wang, D., Waldman, D. A., & Zhang, Z. (2014). A meta-analysis of shared leadership and team effectiveness. *Journal of Applied Psychology*, 99, 181–198.
- Wangenheim, F. V., Evanschitzky, H., & Wunderlich, M. (2007). Does the employee–customer satisfaction link hold for all employee groups? *Journal of Business Research*, 60(1), 690–697.
- Weilbacher, W. M. (1995). Brand Marketing (4th ed.). Chicago, IL: NTC Business Books.
- Wickramasinghe, D., & Wickramasinghe, V. (2012). Effects of perceived organisational support on participation in decision making, affective commitment and job satisfaction in lean production in Sri Lanka. *Journal of Manufacturing Technology Management*, 23(2), 157–177.
- Wickramasinghe, G., & Wickramasinghe, V. (2017). Implementation of lean production practices and manufacturing performance: the role of lean duration. *Journal of Manufacturing Technology Management*, 28(4), 101-112.
- Wood, M. S., & Fields, D. (2007). Exploring the impact of shared leadership on management team member job outcomes. *Baltic Journal of Management*, *2*(1), 251–272.
- Wooden, J. (2001). The difference between winning and succeeding. Retrieved November 5, 2018, from https://www.ted.com/talks/john_wooden_on_the_difference_between_winning_and_success/transcript?referrer=playlist-what_is_success
- Xie, K. L., Zhang, Z., & Zhang, Z. (2014). The business value of online consumer reviews and management response to hotel performance. *International Journal of Hospitality Management*, 43, 1–12.
- Xinhua. (2018). Sri Lanka ranked No.1 travel destination in 2019 by Lonely Planet. *Asia Pacific News*. Retrieved from http://www.xinhuanet.com/english/2018-10/23/c_137552698.htm

- Ye, Q., Law, R., & Gu, B. (2009). The impact of online user reviews on hotel room sales. *International Journal of Hospitality Management*, 28(1), 180–182.
- Yin, R. K. (2003). *Case Study Design and Methods*, *Newbury Park* (4th ed.). Thousand Oaks: Sage Publications.
- Yukl, G. (2009). Leading organizational learning; reflections on theory and research. *The Leadership Quarterly*, 20, 49–53.
- Zaccaro, S. J., Rittman, A. L., & Marks, M. A. (2001). Team leadership. *The Leadership Quarterly*, 12, 451–483.
- Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. *Journal of Marketing*, *52*(3), 2–22.
- Zemke, D. M. V., Raab, C., & Wu, K. (2018). How does hotel design contribute to property performance? *International Journal of Contemporary Hospitality Management*, 30(2), 919–938.
- Zhu, K. (2004). The complementarity of information technology infrastructure and e-commerce capability: A resource-based assessment of their business value. *Journal of Management Information Systems*, 21(1), 167–202.
- Zwilling, M. (2010). The 6 Keys To Real Sustainable Competitive Advantage Business Insider. Retrieved October 30, 2018, from https://www.businessinsider.com/the-6-keys-to-sustainable-competitive-advantage-2010-6