

EXECUTIVE SUMMARY

Rajarata Hotels in Anuradhapura is one of the largest hotels in the city, with over a hundred rooms. The hotel was started in 1970 and incorporated in 1974. Significant changes occurred after new management took over the hotel in 2013, as a result of refurbishment. Mr. Kanchana Dissanayake (Managing Director) has spearheaded the project to refurbish the hotel. The MD began to revamp the business process and activities by utilizing his industry knowledge and skills in seeking opportunities in 2013. Rajarata Hotels Ltd.'s story was one of resounding success, and the goal of this study was to show how the hotel was able to achieve sustained performance in its final few years of operation. Other objectives of this study included determining the role of Entrepreneurial Leadership (EL) in this case and creating value to differentiate themselves from competitors, as well as how people management strategies aided in the achievement of the outcome.

Prior to the study, a preliminary investigation was carried out, which included interviews with key management personnel and the examination of secondary data. Key events that contributed to the organization's success over the last five years were identified as a result of this. Following that, an extensive review of academic literature was conducted in order to identify the underlying outcome, key drivers, and moderators. The Company's outcome was revealed to be 'sustained performance,' with the key contributing drivers being 'demonstrating entrepreneurial leadership,' 'creating value,' and 'executing people management strategies.' It was also discovered that 'macroeconomic factors in hospitality' acted as a moderator in achieving long-term performance. There were numerous dimensions that could have been used to demonstrate the existence of the outcome and key drivers. However, the dimensions that were most appropriate for Rajarata Hotels were ultimately chosen.

The primary data for this study was gathered through qualitative research techniques such as in-depth interviews and focus group discussions. Ten in-depth interviews and six group discussions with Company employees at various levels began on December 15, 2020. In order to extract responses related to the outcome and key drivers, interviews were conducted using an approved interview guide. Respondents' key statements were used as evidence to support the existence of strategies for sustained performance, entrepreneurial leadership, creating value, and people management. Secondary data, such as internal

company documents, government reports, websites, and press releases, were used to supplement the primary data.

The case study's narrative centred on Rajarata Hotel's last five years (2015-2019). During this time, the company demonstrated numerous examples of sustained performance, entrepreneurial leadership, value creation, and people management. Increased organizational volume, revenue factor, and employee attraction were all indicators of sustained performance. It was also evident in the increase in revenue and employee numbers. Taking financial risks, managing innovation, small business management, risk taking, and proactive initiatives all demonstrated the existence of entrepreneurial leadership. Industry competition, value to customers, differentiation, and value addition all demonstrated the existence of value creation. People management strategies were evident in the company through strategic movement and HR practices.

The key findings showed that Rajarata Hotel had achieved sustained performance in its last few years of operations. The evidence also showed that entrepreneurial leadership played a significant role in achieving the outcome and was thus the primary driver. The findings also revealed that the main driver was significantly aided by sustainable business practices. The primary and secondary data also revealed that growth strategies had aided in the achievement of the goal. It was also clear that Rajarata Hotel operated in a fast-paced market in the hotel industry. Competitive pressures, government and economic influences, pandemic situations, and other external factors that have a direct impact on the hospitality industry reduce the level of organizational growth that the hotel achieves. The findings of this case study report were recommended to other hotels as well as lessons learned.

This case study report demonstrated how Rajarata Hotel was able to achieve consistent performance over a five-year period. It demonstrated the significance of EL as the primary driver in achieving this result. It went on to investigate the role that value creation and people management strategies had played in achieving the goal. The report concluded with a request to conduct additional research into the relationship between EL and organizational maturity, as it was discovered to be an understudied area. The author hopes that this case study report will be of assistance to those seeking theoretical and/or practical insights into sustained performance and its relationship with EL, value creation, and people management strategies.