The Impact of Organizational Culture on Leadership: A Study on Leadership in the Public Sector Organizations in Sri Lanka

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Abstract

This study examined the impact of organizational culture on leadership in the public sector organizations in Sri Lanka. The type and the nature of the organizational culture can impact leadership effectiveness. Two standard questionnaires were administered among 200 managers selected from cross sectional sample of the public sector organizations. The one sample t-test and paired t-test were applied to analyze the data in relation to the hypotheses testing. The organizational culture was assessed by using Gordon & DiTomaso (1992) criterion based on Trompenaars (1993) Organizational Culture Typology. Leadership behavior was assessed using the Quinn's (1988) Competing Value Framework and leadership effectiveness was measured in term of managers' discretion. It was found that organizational culture bears significant impact of leadership behavior of managers' in the public sector organizations. It was further evident that most of the managers exhibit stability and task oriented leadership behavior in both power-oriented and role- oriented culture while people and adoptive - oriented leadership is practiced by most of managers in fulfillment and project oriented culture.