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Organisational culture and leadership – joint vessels?

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Abstract

Organisational culture and leadership has been of interest to scientists as well as managers for several decades. A well-built and managed organisational culture can create a significant competitive advantage for a company. Studying and understanding organisational culture is based on culture science in general and it is characterised by an inter-disciplinary approach; this brings methods and knowledge together, especially in sociology, psychology, economics and management. Staff leadership is a priority task for all managers in the organisation, no matter what level of hierarchy they operate at. Its performance is linked to both successes and failures of the entire organisation and all of their employees. It is clear that the success of a manager in leading people is judged by work performance and team results, created from their subordinates. Managers must affect them so that the internal processes of the organisation lead to a high level of productivity of the resources used by an organisation, to ensure high quality products and services offered by an organisation and to reduce the costs of the organisation. This requirement can be met by the managers only if they manage to convince all their co-workers to perform work tasks efficiently and highly effective as well as with pleasure. A manager must not only be a good specialist, but must also be a good psychologist, to know the impact of social aspects on the behaviour of the working group, and above all they must have the personal charisma - leadership skills. The best way a manager can lead workers is to effect the behaviour of collaborators by their own example. This article aims to describe the current theoretical basis for the issue of organisational culture and on the basis of custom investigation to seek the answer to the research question of the inter-dependence of organisational culture and leadership.

1. Introduction

Organisational culture has become an important topic in business especially in the last two decades. Although organisational culture is an intangible concept, it plays an important role in companies because it affects the

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employees and organisational processes across the enterprise. Culture is not just a factor of business success or failure; a positive culture can have a significant competitive advantage. The research of organisational culture began in the USA in 70-80's of the 19th century. In the publication Corporate Cultures: The Rites and Rituals of Corporate Life (Deal, Kennedy, 1982) the author popularised the concept and understanding of positive organisational culture. Since then, the organisational culture has become an integral part of other researches, especially in the context of the business strategy. It is clear that organisational culture has become an important aspect for senior management, and therefore, this paper discusses the continuity of organisational culture and leadership, especially leadership methods of workers and communication methods.

2. Organisational culture

There are many ways to define organisational culture as it is influenced by factors such as the sector in which the company operates, its geographic location, the events that occurred during its history, personalities of its employees, and their patterns of interaction. Some of the formal definitions define culture as follows: cognitive framework, which consists of attitudes, values, behavioural norms and expectations (Greenberg, Baron, 1997), collective thinking, habits, attitudes, feelings and behaviour patterns (Clemente, Greenspan, 1999), programmed way of perception derived from the beliefs and values (Hall, 1995), configuration, material or behaviour pattern that was adopted by a company as an acceptable way to solve problems (Ahmed et al., 1999) and basic values, attitudes and beliefs that exist in the organisation, patterns of behaviour that are a result of these shared meanings that express the connection between beliefs, values and behaviours of members of the organisation (Denison, 1990). In the context of the content of this paper, the following definition was selected: *"Organisational culture is an elusive phenomenon characterising the quality of the social climate within the organisation and determining the dominant work positions of all workers. The status of organisational culture is relatively easy punishable immediately after joining the organisation, but the definition of the term is difficult because it represents a phenomenon that appeals more to emotions than rational considerations of an observer.* (Mohelska & Pitra, 2012)

3. Leadership methods of workers

To create conditions for the best performance of the tasks imposed to the team of workers requires that the manager is familiar with how best to use the mechanisms determining human's behaviour in the workplace. The manager must therefore not only be a good expert and know the branch of the organisation, but must also be a good psychologist, to know the impact of social aspects on the behaviour of the working group and mainly they must have personal charisma - leadership skills. The best way of managing workers is for an every manager to affect the behaviour of the co-workers by own example.
Leadership methods concerning workers bring the necessary dynamics to the management of the business activities of the organisation by the fact that managers apply two ways to influence the behaviour of their subordinates:
  a) They act on the rationality of their working attitudes by appropriate choice of the vision of future successes and the derived strategic objectives.
  b) They act emotionally to their internal needs and motivate them to personally identify with the objectives of the tasks assigned to them.
The difference between the rational and the emotional effects of managers on working behaviour of their subordinates is evident from the contents of the following table.

Rationality in the selection of strategic objectives	Emotional effects on workers
• Realistically achievable but challenging at the same time and mobilising for people. • Focus on objectives that improves the competitiveness of the organisation. • Strategic management thinking in creating conditions of the availability of these	• Promoting an atmosphere of compliance workers' personal goals and organisational goals • Strengthening the personal responsibility of each individual as the achieved results • Continuous learning of individuals, teams and