

Dženan Kulović<sup>1</sup>

Dijana Husaković<sup>2</sup>

Ilma Dedić Grabus<sup>3</sup>

## DETERMINATION OF ORGANIZATIONAL CULTURE BY THE DOMINANT LEADERSHIP STYLE

### ABSTRACT

*The paper investigates the influence of organizational culture on the leadership style in the company. Every company needs managers who will develop a certain leadership style in order to meet the preconditions for effective actions that will lead to the achievement of the company's goals. Organizational culture in accordance with established norms and rules determines how to understand and accept specific employee behavior, and which leadership style is fitting for managing employees by managers of company leaders. The paper uses a situational approach to leadership according to which the typology of leadership styles is based on two key criteria: concern for people and concern for performance. The classification of organizational culture according to the Edwards and Kleiner typology is based on four types of organizational culture: indifferent culture, caring culture, strict culture and integrative culture. Based on the agreement of the criteria for differentiating the types of organizational cultures and leadership styles, hypotheses about cause-and-effect relations between them are set in the paper.*

**Keywords:** leadership style, organizational culture, organizational behavior

**JEL:** M14, M19, O15

---

1 Associate professor, Faculty of Economics University of Zenica, e-mail: dzenan.kulovic@unze.ba

2 Associate professor, Faculty of Economics University of Zenica, e-mail: dijana.husakovic@unze.ba

3 Assistant, Faculty of Economics University of Zenica, e-mail: ilma.grabus-dedic@unze.ba

## 1. INTRODUCTION

Organizational culture has a significant impact on organization and management. Organizational culture is a set of open and secret rules, values and principles, which are constant and which guide the behavior in the organization, it provides meaning to the members of the organization (Burke, Litwin, 1992, 532). Through the interaction of the members of the organization, unwritten rules are created and used that simplify the understanding of different situations. The culture of an organization consists of its members, their customs, forms of behavior and attitudes towards work and the organization itself (Bennett, 1994, 101). Culture in the broadest sense of the word means perfecting something, some material, some material for a certain purpose. In the narrower sense of the word, culture means the realization of human values in man and his works (Filipović, 1984, 183). Organizational culture is expressed through employee behavior and the history and tradition of the company, long-term brand value, corporate identity, mix of rational and intuitive business management techniques, long-term relationship with consumers, quality and service and maintenance of products (Cingula, 1992, 498). Organizational culture is a generally accepted set of rules, which mainly differs between companies.

One of the important components of management, which is influenced by organizational culture, is the leadership style of managers in the organization. Organizational culture influences the choice of an adequate leadership style for the organization's manager. It can be said that the cultural assumptions and values shared by the members of the organization determine the way they will understand the organization itself, the processes within the organization, the relationships between members of the organization, and the degree of mutual agreement of employees and performance of duties and tasks. A suitable leadership style in companies will depend on the common assumptions and values of employees and managers that are adopted into the patterns of behavior and understanding of each employee. Which form of leadership will be suitable and dominant for leadership in an organization depends on the degree of care of the company for its employees and orientation towards achieving success and goals of the organization, ie it will depend on whether employees prefer commanded behavior or supportive relationship. Therefore, different organizational cultures will determine different leadership styles, ie in certain organizational cultures, it will be necessary to apply a certain leadership style.

The influence of organizational culture on the leadership style in the company is of a general nature and operationalization is necessary, which will consist of testing hypotheses about conditional relations between certain dominant types of organizational culture and appropriate leadership styles. Therefore, it is necessary to determine which style of leadership is dominant in certain types of organizational cultures, ie whether a certain style of leadership is more effective in a dominant type of culture.

This paper is of an exploratory nature, which means that the generated hypotheses are suitable for empirical research. The paper will first explain the different taxonomies of leadership styles. Then, a classification of different types of organizational cultures will be presented. In the last part of the paper, hypotheses on the conditions of applying the leadership style in certain types of organizational culture will be presented.

There is a debate about what is older, leadership or culture. Scheinov's (1983, 1985, 1992) foundational work suggests that a leader largely creates a corporate culture, a view shared by Daymon (2000) and Martin, Sitkin, and Boehm (1985). However, if we accept Hatch's (1993) critique of Schein's (1985) model of culture, then organizational culture can be both a previous and an intervening variable. Janićijević (2011) in his work explains and operationalizes the way in which organizational culture shapes the leadership style in the organization. He explains that culture imposes a specific leadership style, because it creates a frame of reference in which all members of the organization interpret and understand the world around them and in which they shape their behavior. A leader must act within the culture and frame of reference that she imposes in order to be accepted and successful as a leader. Operationalization within this impact is carried out by identifying typical leadership styles in the organization, which will be accepted and effective in certain types of organizational cultures.

The purpose of this paper is to determine whether there is a connection between organizational culture, which is observed in this paper according to the authors Edwards and Kleiner (1988), and leadership style, which is observed through the theory of situational leadership. The situational approach of leadership is based on the idea that employees move up and down the line of development, and that line represents the relative level of their competencies and commitment to work. Effective leaders are those who can change their leadership style according to the needs of the task and the needs of subordinates. The concept of situational leadership reminds us to treat employees depending on the current situation, therefore the leader should understand the organizational culture that is characteristic of a given company. Organizational culture is a static category in the short term, while in the long term we can say that it can change. There is an eternal dilemma of what is "older" culture or leadership, whether the leader works on culture, that is, whether he shapes it, or the leader works within culture, so it shapes him. Therefore, in this paper, the influence of organizational culture on leadership style will be observed, and situational leadership styles on certain types of organizational culture will be identified and connected.

## 2. Leadership styles in companies

Leadership is a relatively young scientific discipline that is a soft component of management. Leadership is defined as the process of encouraging others to take action toward a common goal (Edwin, 1999). Also, leadership can be clarified as a process by which individuals influence a group of individuals to achieve a common goal (Northouse, 2000). Different definitions of leadership mostly contain certain elements that are repeated in the contextual sense, namely that leadership is a process, that it occurs in a group, implies the existence of influence, that it includes achieving a common goal, and that it means some kind of hierarchy. Many authors have studied the phenomenon of leadership, and as a result of this research, different approaches to the classification and study of leadership have emerged. This paper will not evaluate all previous approaches to the study of leadership because there are many, but the emphasis will be on the situational style of leadership, which is the focus of this paper.

At the beginning of the study of the phenomenon of leadership, approaches clarified leadership as a set of traits and skills. Namely, it examined the qualities that make some people leaders, such as energy, motivation, and reliability (Kirkpatrick & Locke, 1991). In addition to innate traits, the subject of research was the skills that leaders can acquire over time. However, even after a large number of studies, there is no final exact number of leader traits, so situational factors were not taken into account. The managerial network (Blake & Mouton, 1964) is designed to explain how managers help organizations using factors of production care and people care. Five basic styles can be observed in the leadership network, authoritarian management, humane management, weakened management, compromise management and team management. This approach does not give a recipe for how leaders should behave, but gives a description of the main components of their behavior. Fiedler developed a contingent theory (1987) by studying the styles of different leaders who acted in different contexts. According to this theory, leadership styles can be motivated by tasks and interpersonal relationships. Leaders will be effective if their style suits the situation in which they work.

Goleman (1998) believes that it is a dangerous misconception that everyone has a special leadership style. According to his research, there are six leadership styles, but not six leaders. There is only one leader, but he can and must have a repertoire of styles that he is able to alternately use from situation to situation. One of the most accepted approaches to leadership is the situational approach. The essence of this approach is in emphasizing the importance of overall factors, such as the characteristics of followers, the nature of work, the type of organization, and the nature of the external environment (Yukl, 2005, 14).

This leadership style was developed by Hersey and Blanchard (1969, 28). The basic idea of this theory is that in different situations there is a need for different types of leadership. Therefore, it is necessary to adapt the leadership style to these different situations. According to this theory, leadership consists of the dimensions of issuing the next and providing support. Based on the specific situation, the leader, the manager, should evaluate the employees and assess the degree of competence and commitment to performing the assigned tasks. Since this changes over time in each company, it is necessary from time to time to change the level of giving the next and providing support in order to meet the needs of followers and employees. It is important that the leader reconciles the personal leadership style with the competencies and commitment of the followers. Situational leadership can be observed in two parts, the leadership style and the level of development of those compared.

Leadership styles, according to the situational approach, consist of patterns of behavior of a person who influences others, including commanding behavior that involves the division of tasks and behavior in which support is expressed or the establishment of interpersonal relationships. The commanding behavior clarifies what needs to be done, in what way and who is responsible for what. Providing support to group members, it helps to feel comfortable in different situations. Support involves two-way communication in which emotional support is present. Leadership styles according to this theory can be grouped into four different categories of commanding behavior and providing support, directing (S1), coaching (S2), supporting (S3), and delegating (S4).

The first style, directing, implies (S1) that commands are strongly expressed and support is weakly expressed, and is called the commanding style. By using this style, the leader directs communication towards achieving goals, and devotes very little time to expressing support. The leader issues instructions to the followers and supervises their execution. The second style (S2) is called coaching, and both commands and support are expressed there. At the same time, the leader expresses the following in order to achieve goals, but also provides support through emotional and social empathy. The leader in this case gives encouragement to the followers and seeks contribution to the work. Style three, supporting (S3), implies that the leader predominantly provides support and that the issue of the next one is less pronounced. So in this case, the leader is not focused exclusively on goals, but through the behavior of support encourages employees to complete tasks and express their skills. This style includes listening to others, giving praise and feedback, and implies the leader's openness to social support for followers. Style 4, delegating (S4), includes weak support and weak command issuance. Through this style, leaders give fewer instructions to followers regarding the accomplishment of tasks and less social support.

The leader essentially leaves it to the followers to take responsibility and initiative for the work that needs to be done and the way they think is best. Whether employees are moving up or down the development ladder, leaders need to be flexible in their behavior. The speed of employee development varies in companies, so the leader should be ready to correct his own style depending on the situation. It is necessary to observe and analyze the development of employees over time.

This leadership style is practical and easy to understand and is applicable in many situations. Other models of leadership are descriptive, but this model includes what needs to be done in different contexts. For example, if employees are insufficiently competent, the application of supported leadership is suggested. This model emphasizes the flexibility of the leader, where he should consider the needs of followers and adjust his personal style. Leaders must be willing to change their style according to the requirements of the situation. It is clear that the described leadership styles can be differentiated under 2 criteria: expressiveness of commands and expressiveness of support. Combining the two criteria for differentiating leadership style, we can construct the matrix shown in the following figure.

**Table 1:** Situational leadership

Supportive behaviour Directive behaviour	Low support	High support
Low directive	Delegating	Supporting
High directive	Directing	Coaching

**Source:** *author adapted from Blanchard, K., Zigarmi, P., Higarmi D., Leadership and the One Minute Manager: Increasing Effectiveness Through Situation Leadership, 1985, New York: Wiliam Morrow. (according to: Northouse, P.G., Leadership: Theory and Practice, 2007, 63)*

So, as the matrix shows, it is possible to notice all the differences between the described leadership styles in the company. Thus, according to this model, S1 (directing) represents a style of ordering, which implies highly expressed commands and low-expressed support; S2 (coaching) is a style of teaching that involves highly expressed commands and highly expressed support; S3 (supporting) is a style of support that includes low-key commands and high-level support; S4 (delegating) is a style of a delegation that involves low-expressed commands and low-expressed support. The choice of the dominant leadership style is a very important factor that determines the success of the company. An inadequate dominant leadership style can not only reduce the efficiency of the company but can significantly disrupt the organizational culture of the company.

A large number of factors determine the dominant leadership style. Factors such as national culture, organizational performance, organizational communication, organizational climate, gender and other factors were observed.

According to previous research, factors such as national culture have been identified. In their work, Vasilić and Brković (2017) determined the importance of the type of influence of national culture on attitudes about transformational and transactional leadership. One of the researched factors is the performance of the organization, ie Igbaekemen (2014) in his work investigated the influence of leadership style on the performance of the organization. Achieving better business performance of the organization is conditioned by the existence of a leader and an adequate leadership style. In the previous period, it was investigated whether leadership style and organizational communication increase organizational commitment. Paracha et al (2012) determined the influence of leadership style, observing transformational and transactional leadership, on employee performance. In their work, Novac and Bratanov (2014) investigated the influence of leadership style on the organizational climate in a public entity. This paper hypothesizes that organizational culture is one of the dominant factors that determine the dominant type of leadership. Therefore, different leadership styles will be chosen in different organizational cultures.

A form of culture that implies the absence of company care for employees is a characteristic style of leadership that implies delegation, ie a situation where leaders do not care about employees and do not issue orders. A form of culture that puts emphasis on people and caring for them, where high support from employees and lack of order is characterized by a caring leadership style. A form of a company culture that is oriented towards achieving success and achieving goals, where there is a high level of superiority and low support of employees, is characteristic of the commanding style of leadership. A form of culture that combines caring for people and performance, where there is a high degree of both ordering and caring for employees, is characteristic of a leadership style called teaching. Preliminary analysis indicates that different types of organizational cultures will dominate certain types of organizational cultures. In other words, the dominant leadership style will depend on the extent to which the leadership style is compatible with the dominant type of organizational culture. To examine which leadership styles are dominant in certain organizational cultures, we need to identify types of culture, identify taxonomies by which they differ, associate those taxonomies with criteria for differentiating a dominant leadership style, and then associate cultural types with a dominant leadership style.

Choosing an adequate leadership style is a very important decision for a company manager. An inadequate leadership style can reduce the efficiency of the leadership process, and can disrupt relationships in the organization and disrupt the climate in it. Numerous factors influence the choice of leadership style in a company. Certainly, the most important among them is the level of development of followers, ie employees. This paper hypothesizes that organizational culture is one of the factors in choosing a leadership style in an organization.

Therefore, in certain types of organizational cultures, a certain leadership style will be more suitable and efficient. The effectiveness of a leadership style will depend on the extent to which that leadership style is compatible with the culture of the organization in which it is implemented. In order to determine specific leadership styles suitable and effective in certain types of culture, it is necessary to identify types of organizational culture, it is necessary to determine the criteria by which they differ, and it is necessary to link these criteria with leadership styles they imply.

### **3. Types of organizational cultures**

The organizational culture of the company is one of the factors of the company's business. There is a growing body of research that incorporates organizational culture as one of the research variables. Enterprise culture is a system of values, which specifically works to preserve behavior, attitudes to work, interpersonal relationships, shaping leadership and communication, organization of enterprises, relationships with business partners and competition and the relationship between internal and external environment (Mayer, 1994, 12 ). Gutić and Matković (2013, 85) include organizational values, organizational climate, organizational norms, ie the elements of organizational culture, rules of proper behavior in the organization, managerial styles, customs and rituals used as elements of identification of members of the organization with the organization, language, speech, various symbols (eg, clothing) and more. In this paper, organizational culture will be observed according to the research of Edwards and Kleiner (1988, 15). Their typology is based on two key criteria, namely: caring for people and caring for performance. Based on that, a matrix was formed in which there are four basic types of organizational culture.

According to Edwards and Kleiner's typology, there are four basic types of organizational culture, and these are indifferent culture, caring culture, strict culture, and integrative culture. Indifferent culture means a type of culture in which the company does not care about its employees at all. It is characteristic for companies that are in the descending phase of the life cycle, ie. which are on the verge of collapse. Caring culture puts the emphasis on people and caring for them. It invests in employee education, encourages teamwork, and the company's performance is secondary. A strict corporate culture with a strict organizational culture is primarily oriented toward achieving success and achieving goals. Each individual and his abilities must be fully utilized. Such companies are characterized by high salary levels and bonuses for achieving goals. Integrative culture is a type of culture that combines care for people and performance.

**Table 2:** Types of organizational culture

Concern for performance Caring for people	Low concern for performance	High concern for performance
Low caring for people	Caring culture	Integrative culture
High caring for people	Indifferent culture	Strict culture

**Source:** author according to Edwards, J.D. and Kleiner, B.H. (1988), *Transforming organizational values and culture effectively, Leadership and Organization Development Journal*, 9 (1), 13-16.

So, as the matrix shows, it is possible to notice the differences between the described types of organizational culture in the company. Indifferent culture means a type of culture in which companies do not care about employees at all. This type of organizational culture determines the leadership style, which is characterized by weakly expressed support and weakly expressed issuing of orders (S4 delegation). Caring culture puts emphasis on people and caring for them, where one invests in employee education, encourages teamwork, and company performance is secondary. This type of organizational culture determines the leadership style that is characterized by the dominant provision of support by leaders and less pronounced issuing of orders (S3 support). A strict corporate culture with a strict organizational culture is primarily focused on achieving success and achieving goals. This type of organizational culture determines the leadership style, which is characterized by strong commands and weak support (S1 ordering). An integrative culture is a type of culture that combines care for people and performance. This type of organizational culture determines the leadership style, which is characterized by strong commands and support (S2 teaching). Once the types of organizational culture and leadership styles have been identified, their compatibility and agreement will be determined below.

#### 4. Matching the types of organizational culture and leadership style in the company

The presented classifications of organizational cultures and leadership styles show a high degree of agreement between the criteria used to differentiate the types of organizational cultures and leadership styles. When we look at the types of organizational culture and the dimensions of situational leadership style, we can see that in some ways performance care and commanding behavior are related because the key result is the goal of doing the best possible tasks and achieving maximum performance. On the other hand, we can also notice that in some ways the behavior of providing support and care for people are related because in addition to the implementation of activities emphasis is placed on how to communicate with employees and it is important how they feel, what they think and how they can improve processes.

In a strict organizational culture, where company managers are primarily oriented towards achieving success and achieving goals, an effective leadership style that implies ordering is probably also possible. That is, in a strict organizational culture, a leader should have strong commands and weak support. Therefore, we can hypothesize:

*H<sub>1</sub>: Strict organizational cultures imply the application of a commanding leadership style.*

In an integrative organizational culture, where the manager combines care for people and work performance, an effective leadership style that involves teaching is probably possible. That is, in an integrative organizational culture, the leader should at the same time express orders in order to achieve goals, but also provide support through emotional empathy, ie to provide encouragement and seek a contribution to the work. Therefore, we can hypothesize:

*H<sub>2</sub>: Integrative organizational cultures imply the application of a teaching leadership style.*

In a caring organizational culture, where the emphasis is placed on people and caring for them, where investments are made in employee education, teamwork is encouraged, and company performance is secondary, an effective leadership style is likely to be supportive. That is, in a caring organizational culture, a leader should put emphasis on people and care for them while putting the company's performance in the background. Therefore, we can hypothesize:

*H<sub>3</sub>: Caring organizational cultures imply the application of a supportive leadership style.*

In an indifferent organizational culture, where a company does not care about its employees at all, a leadership style that implies delegation is probably possible. That is, in an indifferent organizational culture, where companies are mostly in a downward phase of the life cycle, where the leader does not care about his employees, a leadership style that implies delegation is possible. Therefore, we can hypothesize:

*H<sub>4</sub>: Indifferent organizational cultures imply the application of a leadership style that implies delegation.*

Based on the agreement of leadership styles according to the situational approach and types of organizational culture, we can see that the following matrix was constructed from which hypotheses about direct causal relations of certain types of organizational culture and suitable leadership styles in those cultures arise.

**Table 3:** Matching the types of organizational culture and leadership style

Concern for performance/ Directive behaviour	High	Low
Caring for people/ Supportive behaviour		
High	Caring culture / Supporting	Integrative culture / Coaching
Low	Indifferent culture / Delegating	Strict culture / Directing

**Source:** *authors*

Previously, research was conducted that contains variables of organizational culture and situational leadership in its context. The results of a research according to Pasarib (2015) showed that situational leadership behavior is significantly related to organizational culture, and that situational leadership behavior and organizational culture simultaneously and partially have a significant effect on implementing human resource management strategies in private vocational training institutions. Ridlwan et al (2021) in their study analyzed the impact of situational leadership and organizational culture on employee performance through job satisfaction. The results showed that situational leadership and organizational culture had a positive and significant effect on job satisfaction, while job satisfaction had a positive and significant effect on employee performance. Heryyanoor et al (2021) found in their research that internal factors of leaders influence organizational culture, situational leadership, and performance. So we can notice that other authors in their research have linked organizational culture and situational leadership, but not in the way defined in this paper.

## 5. DISCUSSION

This paper has shown that there is a theoretical basis for the assumption that organizational culture is one of the factors when choosing a leadership style method in an organization. This assumption needs to be empirically tested by testing the hypotheses generated in this paper. It is necessary to investigate whether and how culture affects the efficiency of process management and how culture affects the performance of the organization. It is necessary to determine whether the long-term application of a certain leadership style can affect the assumptions, norms and values of employees, and thus the organizational culture. The paper pointed out the need to investigate the impact of organizational culture on other elements of organization and management such as organizational behavior and employee commitment. When choosing a leadership style, it is necessary to choose a style that is in line with the culture of the organization, because it will contribute to the efficiency and success of leadership. The paper presents hypotheses that have yet to be tested, and the stated relations between organizational culture and leadership styles need to be proven empirically.

## 6. CONCLUSION

This paper has several significant theoretical and practical implications. The most important theoretical implication of the paper is the usefulness of further research into the relationship between organizational culture and the leadership styles of managers in organizations. The limitation of work is certainly the reliance exclusively on one classification of leadership style and one classification of organizational culture. In this paper, leaders are viewed as managers in companies that may change over time, but whose actions have an impact on business results. Therefore, in this paper, situational leadership styles in certain types of organizational culture are identified and connected. In this case, it was observed how organizational culture influences the leadership style, ie which type of organizational culture implies the application of a certain leadership style. So how a leader manages and works within a culture, and how it shapes him, that is, how he should be shaped. A leader should act within the culture and frame of reference imposed by organizational culture in order to be accepted and successful as a leader. In this paper, the influence of organizational culture is operationalized through the identification of typical leadership styles in the organization, which will be accepted and effective in certain types of organizational cultures. The established theoretical assumptions need to be empirically tested by testing the hypotheses set out in the paper.

## REFERENCES

1. Bennett, R. (1994). *Management*, Informator-Potecon, Zagreb.
2. Blake, R., & Mouton, J. (1964). *The Managerial Grid: The Key to Leadership Excellence*. Houston, TX: Gulf Publishing Company.
3. Burke, W., & Litwin, G. H. (1992). A causal model of organizational performance and change. *Journal of Management*, 18(3), 523-545.
4. Cingula, M.(1992.). *Organizacijska kultura u implementaciji poslovne strategije*, FOV Kranj, Portorož.
5. Edwards, J.D., Kleiner, B.H. (1988). Transforming organisational values and culture effectively, *Leadership & Organization Development Journal*, 9(1), 13-16.
6. Fiedler, F., & Garcia, J. (1987). *New Approaches to leadership, cognitive resources and organizational performance*. New York: John Wiley and Sons.
7. Filipović, V. (1984.): *Filozofski rječnik*, Zagreb.
8. Goleman, D. (1998). What makes a leader: *Harvard Business Review*, 76(6), 93-102.
9. Gutić, D., Matković I. (2013.). *Osnove menadžmenta*, Međugorje: Fakultet Društvenih znanosti.

10. Hersey, P., Blanchard, K. (1969). Life cycle theory of leadership. *Training and Development Journal*, 23, 26-35.
11. Heryyanoor, H., Nursalam, N., Hidayat, A. A. A., Hidayat, T., Raziansyah, R., Zubaidah, Z., & Pusparina, I. (2021). Culture-Based Situational Leadership Model in Improving the Organization Nurse Performance. *Journal of International Dental and Medical Research*, 14(3), 1251-1259.
12. Igbaekemen, G., O., (2014). Impact of Leadership Style on Organisation Performance: A Strategic Literature Review, *Public Policy and Administration Research*, Vol.4, No.9, 2014, 126-135.
13. Janićijević, N. (2011). Uticaj organizacione kulture na liderstvo u organizaciji. *Economic Themes*, 49(4).
14. Kirkpatrick, S.A. and Locke, E.A. (1991). Leadership: Do Traits Matter? *Academy of Management Executive*, 5, 48-60.
15. Locke, E., (1999). *The Essence of Leadership*, Lexington Books, Northwestern University.
16. Mayer, J. (1994). *Vizja uspešnog preduzeća*. Ljubljana, Založba Ikra.
17. Northouse P. G. (2000.). *Leadership, Theory and Practice*, Second Edition.
18. Novac, C., Bratanov, C.I. (2014). The impact of the leadership style on the organizational climate in a public entity, *Management Dynamics in the Knowledge Economy*, 2(1), 155-179.
19. Paracha, U., Qamar, A., Mirza, A., Hassan, I., Waqas, H. (2012). Impact of Leadership Style (Transformational & Transactional Leadership) On Employee Performance & Mediating Role of Job Satisfaction” Study of Private School (Educator) In Pakistan, *Global Journal of Management and Business Research*, 12(4), 55-64.
20. Pasaribu, F. (2015). Situacijsko ponašanje vodstva, organizacijska kultura i strategija upravljanja ljudskim potencijalima u povećanju produktivnosti privatnih obrazovnih institucija. *Upravljanje informacijama i pregled poslovanja* , 7 (3), str. 65-79.
21. Ridlwan, M., Purwandari, D. A., & Syah, T. Y. R. (2021). The effect of situational leadership and organizational culture on employee performance through job satisfaction. *International Journal of Multicultural and Multireligious Understanding*, 8(3), 73-87.
22. Vasilić, N., Brković, P. (2017). Nacionalna kultura kao determinanta stavova o stilovima liderstva, *Škola biznisa*, 2/2017, 38 - 55.
23. Yukl, G. (2005). *Leadership in organizations*, 6 th ed., Pearson Prentice Hall Upper Saddle River, New Jersey.

Dženan Kulović

Dijana Husaković

Ilma Dedić Grabus

## **DETERMINISANOST ORGANIZACIONE KULTURE DOMINANTNIM STILOM LIDERSTVA**

### **SAŽETAK**

*U radu se istražuje uticaj organizacione kulture na stil liderstva u preduzeću. Svako preduzeće treba menadžere koji će razviti određeni stil liderstva kako bi se ispunili preduslovi za efikasne aktivnosti koje će dovesti do ostvarenja ciljeva preduzeća. Organizaciona kultura u skladu sa utvrđenim normama i pravilima određuje na koji način će se razumjeti i prihvatiti određeno ponašanje zaposlenika pa tako i koji je stil liderstva pogodan za upravljanje zaspolenicima od strane menadžera lidera preduzeća. U radu se koristi situacioni pristup liderstvu prema kojem se tipologija stilova liderstva temelji se na dva ključna kriterija: briga za ljude i briga za učinak. Klasifikacija organizacione kulture prema prema Edwards i Kleineru tipologiji temelji se na četiri tipa organizacijske kulture: ravnodušna kultura, brižna kultura, stroga kultura i integrativna kultura. Na osnovu slaganja kriterija diferenciranja tipova organizacionih kultura i stilova liderstva u radu su postavljene hipoteze o uzročno-posljedičnim relacijama između istih.*

**Ključne riječi:** *stil liderstva, organizaciona kultura, organizaciono ponašanje*

**JEL:** *M14, M19, O15*