
CULTURAL DYNAMICS OF LEADERSHIP: A MONOGRAPHIC STUDY OF FUNCTIONAL AND DYSFUNCTIONAL FORMS

C. G. Alawattage

ABSTRACT

This paper presents the findings of an empirical study, of monographic nature, into the cultural dynamics of leadership. Using a combination of quantitative and qualitative methods, the study explores functional and dysfunctional forms of cultural dynamics associated with leadership.

Being explanatory variables of functionality as well as dysfunctionality, leadership and culture were explored across a monographic site to code functional and dysfunctional attributes of cultural configurations. Thus, specific networks of relationships among major cultural attributes associated with leadership in functional and dysfunctional modes were explored to provide coherent models of cultural functionality and dysfunctionality.

Existence of dysfunctionality over time was attributed to the existence of a "polar dynamic equilibrium" in the organisational setup. This polar dynamic equilibrium operating in organisational units makes it almost impossible to shift the existing pattern of performance to a higher stage, unless a strong leadership influence originates. Such polar dynamism could be explained through a set of interrelated "vicious circles" of collective behaviour.

C. G. Alawattage is a lecturer attached to the Department of Accountancy and Financial Management, University of Sri Jayewardenepura. This paper is based on a thesis submitted by the writer in partial fulfilment of the requirements of the MBA degree of the Postgraduate Institute of Management, University of Sri Jayewardenepura.

Such vicious circles are, indeed, centred on some dysfunctional attributes of the positional leaders, and are reinforced by some dysfunctional attributes in the collective behaviour of organisational members.

Introduction

Organisational leadership can be described as the directional force in an organisation towards desired change. It is the underlying force that concentrates dispersed organisational strengths into a single force of attack (or defence) in the face of competition. It sets the boundaries for behaviour for others, it shifts such boundaries that already exist, transplants meanings in the minds of others, shapes and reshapes inner values and beliefs of organisational participants, and hence builds and changes the cultures of organisations which underlie the successful behaviour of the overall organisation. As the presence of strong leadership can bring spectacular results, their absence might paralyse the entire socio-economic system.

General observations as to the behaviour of Sri Lankan executives indicate that they are more managers than leaders. It has been shown that there is a leadership negativism operating in the context of Sri Lankan management practices (Nanayakkara, 1992). Another study by the same author (1988) indicated that parent-child orientations of Sri Lankan managers promote organisational tendencies to comply with the systems and procedures and, reluctance to accept other people as resources for goal achievement in organisations.

Treating leadership and management in organisations as explanatory variables of functionality and dysfunctionality, the present paper examines the issue of culture rooted behavioural orientations of people in a selected organisation, in Managerial vs. Leadership dimensions. More specifically, this paper attempts to explain and interpret organizational functionality and dysfunctionality through exploring the cultural dynamics associated with leadership and management.

Exploratory analysis of this theme results in realisation of following specific ends.

- a Examination and explanation of cultural dynamics of leadership in the selected organisation.
- b Building of a new, "conceptually generalizable", theoretical framework to differentiate between leadership and management.
- c Construction of theoretical models of cultural functionality and dysfunctionality as evidenced in the case studied.
- d Examination and explanation of vicious circles of culture rooted behaviour of organisational incumbents that place the organisation in the existing state of equilibrium.

Organisational Configuration and Leadership Behaviour

At organisational level, performance or behavioural outcomes of leadership and management are to be identified in connection with the organisational "configuration - the structure or portfolio of underlying forces behind the behaviour of organisational incumbents". According to Mintzberg (1991), much of what happens in organisations can be captured by the interplay of seven basic forces: direction, proficiency, innovation, concentration, efficiency, co-operation and competition. Taking these forces as fundamental and their interplay as key to understanding what goes on in organisation, he argues that when one force dominates an organisation, it is drawn towards a coherent, established form, described as "Configuration". Configuration refers to any form of organisation that is consistent and highly integrated. In the spirit of the jigsaw puzzle, a configuration is an image whose pieces all fit neatly together. He describes seven such forms as alternative configurations created by the interactive dynamism of the above mentioned forces: entrepreneurial, professional, adhocracy, diversified, machine, ideological and political.

For more than two to three decades leadership research was stuck in a "single solution perspective" (Quinn & McGrath, 1982), where primarily, task and people orientation of leaders were the focus of study. While production and people are both to be valued, it does not follow that they always must or can be consistently and simultaneously maximised in managerial choice. Managers live in a world of multiple dilemmas, in which a good is often traded off, not against bad, but against another good. If organisations exist in increasingly turbulent environments, it might be expected that in coping with increasing complexity,

managers must live with contradictions. Thus it may be time to move to a more complex framework than this simple task-people dichotomy and to incorporate the concept of competition among numerous valued criteria of performance (Quinn and McGrath, 1982). Mintzberg's above organisational configurational architecture might be viewed as a move toward a more integrated multidimensional perspective on organisational performance and its underlying forces and forms.

Literature on the social architecture of organisations clearly shows that organisations can be viewed as a dynamic composition of competing forces (including collective values of organisational incumbents) that builds a relatively permanent configuration (for example, Quinn and McGrath 1982; Mintzberg 1991; Stacy 1996; Morgan 1997; Choo 1998; Ghoshal & Bartlett 1988, Peters and Waterman 1982). It is said to be a "dynamic composition" because the composition itself is subject to change. The resulting configuration is said to be "relatively" permanent because that configuration's permanency is a matter of that dynamic composition itself. However, the issue central to this configurational ideology is what should be considered as the fundamental forces in an organisation. Should the seven factors explained by Mintzberg be taken as organisational forces? Or, are they merely different manifestation of some other fundamental forces?

A "force" is defined as an influence tending to cause motions in a body or an influence counter acting on motions created by another influence. The author's conceptualisation of the meaning of a (social) "force" is that it is a factor that influences the behaviour of a social unit in concern (organisation, in this case). Competition, co-operation, innovation, concentration, efficiency, proficiency, and direction are really different patterns of (social) motions in a social unit. The question is what makes these motions in the social unit.

In social behaviour, ultimate forces lie in anything that changes covert aspects of human behaviour - shared set of values and beliefs. Thus, ultimate social forces lie in cultural aspects of the organisation. Then the issue turns into the question of what creates such a system of values, beliefs and social artefacts, which may be termed as culture. It is at this point that leadership comes into the picture in the dimensions of cultural dynamism.

Organisational Culture as a Behavioural Determinant

Culture is often cited as an explanatory variable of managerial behaviour. For example, Nanayakkara (1992) conceptualises that organisational systems are cultural answers to the problems encountered by people in achieving their collective ends. Hampden (1990) on corporate culture states:

The culture of an organisation defines appropriate behaviour, bonds and motivates individuals, and asserts solutions where there is ambiguity. It governs the way a company processes information, its internal relations and its values. It functions at all levels from sub-conscious to visible. In the world of increasingly "flat" companies and sophisticated "knowledge based" products, control and understanding of an organisation's culture are a key responsibility of leaders, as well as a vital tool for management if it is to encourage high performance and maintain share-holders value (Hampden 1990, p.11).

The author stressed, *inter alia*, the following properties of corporate culture to explain leadership and management in the dimensions of culture.

- i. Cultures are learned;
- ii. Individuals make up the culture;
- iii. Cultures are shared;
- iv. A culture is a collection of reciprocal values;
- v. Cultures are dynamic patterns.

Neither instinctive behaviour nor the basic needs or tensions, which provide the ultimate motivations for behaviour in the individual, have ever been regarded as parts of culture in spite of their influence upon culture. (Nanayakkara, 1992). Culture consists of only those systems of values and beliefs which are learned through how organisational members are exposed to various dilemmas and how they find solutions. Deriving from this is that learning experiences of people make the culture. Connected with leadership dynamics, culture is shaped and reshaped through the dynamic interactions between leaders, followers and task environment. Hampden (1990) argues that culture comes from the poten-

tial of an organisation's individual members, their learning experiences of domination or surrendering to task environmental factors. To be a cultural element those learned behaviour patterns should be shared in common by the members so that they operate as a collective force to change or to reinforce the existing organisational configurations.

Another important dimension of culture is that it is a collection of reciprocal values, which indicates that a cultured social unit is capable of living with diversities and contradictions. As an individual balances the superego and id through the ego defences, a culture naturally tends to balance some reciprocal values to "optimise" the state of the social unit. The influence of those reciprocal values on the collective and individual behaviour of organisational members is dynamic, making culture a dynamic pattern. As Hampden (1990) argues a culture is no particular thing or object, but a pattern which appears both through time and across the organisation. Within this pattern one can identify "cultural waves" - paternalistic changes starting from one point and moving across the social unit.

Leadership as a Culture Building Force

Culture determines the way members of an organisation see the relative reality and governs their behaviour within that framework of reality. Leadership and management can be incorporated into our analysis as the third set of variables. Smircich and Morgan (1982) quote Linda and Gareth Morgan, to indicate that

In understanding the way leadership actions attempt to shape and interpret situations to guide organisational members into a common interpretation of reality, we are able to understand how leadership works to create an important foundation for organised activity. This process can be most easily conceptualised in terms of relationship in between figure and ground.... Leadership works by influencing the relationship between figure and ground, and hence the meaning and definition of context as a whole. The actions and utterances of leaders guide the attention of those involved a situation in ways that are consciously or unconsciously designed to shape the meaning of the situation. The actions and utterances draw

attention to particular aspects of the overall flow of experience, transforming what may be complex and ambiguous into something more discrete and vested with a specific pattern of meaning. This is what Schetz (1967) has referred to as 'bracketing' of experience, and Goffman (1974) as a 'framing' of experience, and Bateson (1972) and Weick (1979) as the 'punctuation of contexts'. The actions and utterances of leader frame and shape context of action in such a way that the members of that context are able to use the meaning thus created as a point of reference for their own action and understanding of the situation (Smircich and Morgan, 1982, pp.258-259).

For the author of this paper what Linda and Gareth Morgan meant to be management of meaning is, in the context of the present research, establishing a cultural pattern because "meanings" would ultimately be located in the mindset, emotional grounds, and motivational roots of the organisational members which are manifested by behaviours and organisational artefacts. The use of the terms such as "framing of experiences" "punctuation of contexts" "bracketing the experiences" suggests that culture sets a behavioural framework for people by interpreting what is desired and acceptable as true within the given social unit. Thus, leadership is to be identified as the ultimate force that creates and changes the cultural setup of the organisation.

Limitations in Conventional Leadership Researches

Leadership is a relational and interactive construct in which one should not judge leadership behaviour by observing the behaviour of an individual in isolation. Leadership capabilities of a person are not just determined by the intrinsic heroic features of the persons themselves, but even by the task environmental constraints and followers related factors. Hence, one must also observe the executive's behaviour and its effect on other organisation members and organisational performance. Most research on leadership has been subject to the criticism that it was unable to study leadership in a holistic research context. For example, Davis and Luthans (1984) argue that most leadership research has either isolated the leader's behaviour from its effects or isolated the effects from the leader's behaviour mainly because such research is instrument-centred research, in which case aspects of environment, cognition, behaviour, and organisational outcomes are studied separately rather than together.

Argyris(1976), Dubin(1979), Osborn & Hunt(1975), Pfeffer(1977), Campbell(1977), Davis and Luthans (1984) attribute this isolation of phenomena in research studies to the following three reasons;

- First, The failure to define and describe leadership events in ways that can be confirmed in organisations.
- Second, The tendency to ignore the influence of the organisational environment on the behaviour of both leaders and subordinates.
- Third, The reliance on popular questionnaire instruments to the exclusion of other research methods such as direct observation.

Behind these failures of leadership research lies the researcher's over-dependence on conventional research instruments that emphasise discovering generalizable laws or propositions of behaviour by "averaging" responses for each separate variable while using group-comparison designs of a nomothetic nature (Davis and Luthans 1984). Indeed, these nomothetic research constructs are attempts to study the figure isolated from the ground or the ground isolated from the figure.

Methodology

Given the above limitations in nomothetic research construct, and the specific qualitative nature of the present research phenomenon, the need is for an intensive ideographic research in which all relevant variables are subjected to a phenomenological inquiry in the natural setting. Hence, the methodology is primarily inductive and exploratory, and it utilises a combination of quantitative and qualitative inquiry methods.

The qualitative method applied includes the grounded theory approach where a series of unstructured interviews were first employed, which was followed by a set of structured interviews and content analysis of documents pertaining to the research site. To support these qualitative inquiries an opinionnaire based quantitative evaluation was also applied.

There are three reasons to rationalise the use of grounded theory in the present research: it is inductive, contextual and processual (see Orlikowski 1993; Pandit, 1996; Lye 1997 for elaboration of the rationale of grounded theory applications).

The methodology of grounded theory is iterative, requiring a steady movement between concept and data, as well as comparative, requiring a constant comparison across types of evidence to control the conceptual level and scope of emerging theory. This "provides an opportunity to examine continuous processes in context in order to draw out the significance of various levels of analysis and thereby reveal the multiple sources of loops of causation and connectivity so crucial to identifying and explaining patterns in the process of change" (Orlikowski, 1993). To facilitate this iteration and comparison, a monographic site was selected so that the researcher is in a position to well inquire into comparisons among different locales (divisions and departments) of the site.

The site is a semi-government service organisation with four divisions in its major service lines, in addition to other supportive and administrative departments. Each division is composed of number of departments. Organisational hierarchy consists of a CEO, Divisional Heads, and Departmental Heads¹.

Specific techniques of data collection used in the study involved the sequential application of the reflections of researcher's own experiences in the site, general observations, unstructured interviews and then, as the conceptualisation proceeded, more specific structured interviews and opinionnaires. Table 1 shows the type and number of interviews conducted and the number of opinionnaires responded.

Table 1: SOURCES OF DATA - INTERVIEWS AND OPINIONNAIRES

Position	No of Interviews	No of Questionnaires
Divisional Heads	03	-
Departmental Heads	12	16
Personnel with prior experience in administrative posts	15	43
Personnel with no administrative experiences	No counts	102
Total		161

The Division wise distribution of respondents to the opinionnaire is given in Table 2

¹ The Actual titles used in the organisation are different from what I mentioned here. Actual titles are not disclosed to maintain confidentiality of the site.

*Table 2: DIVISION WISE DISTRIBUTION OF RESPONDENTS TO OPINIONNAIRE
CATEGORY OF RESPONDENTS*

Category of Respondents	Division A	Division B	Division C	Division D	Total
Departmental Heads	4	6	3	3	16
Personnel with Prior Administrative Experiences	14	16	13	0	43
Personnel with no Prior Administrative Experiences	36	25	30	11	102
Total	54	47	46	14	161

In addition to the above mentioned primary data sources, various secondary data sources were also used. Among them, most widely used data source was the minutes of divisional meetings.

Analysis

Analysis was done in three steps. First open codes were developed through the initial literature review and the initial interviews and observations of unstructured nature. These open codes were the prime candidates for stable and common categories, which linked the number of associated categories. Then through the opinionnaire, status quo of these prime codes was assessed in such a manner that assessment revealed the differences and similarities across the sites. The Kruskal - Wallis ANOVA by rank test was applied for the assessment of difference among divisions. Finally, structured interviews and content analysis of documents helped develop axial codes. This axial coding relies on synthetic technique of making connections between subcategories to construct a more comprehensive scheme. Indeed, it was the process through which a comprehensive scheme of interconnections among primary codes were constructed to provide a multidirectional structure of cultural functionality and dysfunctionality.

Those major categories together with their sub categories are given in Table 3. Further, Table 3 summarises the statistics on each of those categories for each division as assessed by the opinionnaire.

Results and findings of the study are discussed in the ensuing sections under the headings: Meaning of Leadership - Revisited; Functional and Dysfunctional Forms; Polar Dynamism in Dysfunctionality; Monographic Experiences of Leading, Managing and Anarchic situations.

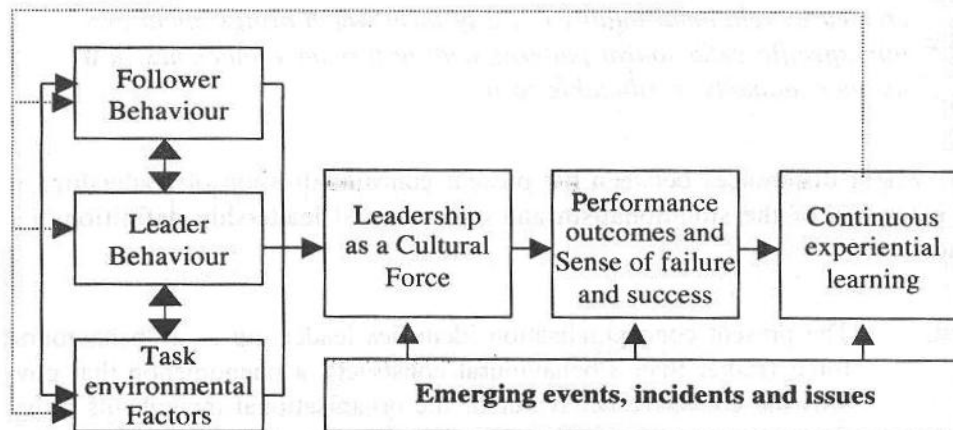
Table 3: MAJOR CATEGORIES OF CONCEPTS

Category	Opinionnaire Item Numbers	Central value of the scale	Mean values				"p" values for Difference between means Kruskal-Wallis test significance between the faculties					
			Division A	Division B	Division C	Division D	Division A and Division B	Division A and Division C	Division A and Division D	Division B and Division C	Division B and Division D	Division C and Division D
1 Collective Disposition on Superordinate Goals		9	6.204	7.696	7.319	10.926	0.0006	0.0034	0.0000	0.5497	0.0000	0.0000
1.1 Shared Clarity on Goals	1	3	1.889	1.826	1.702	3.5	0.9225	0.3449	0.0000	0.3954	0.0000	0.0000
1.2 Mission and Its Impact on Collective behaviour		2.5	2.561	2.424	1.964	2.923	0.5250	0.0099	0.2343	0.0627	0.1285	0.0063
1.3 Superiors' Influence on values and ideas	2	3	1.685	3.087	3.574	3.143	0.0000	0.0000	0.0000	0.0727	0.7872	0.2398
1.4 Shared Understanding about the output	3	3	2.630	2.783	2.043	4.286	0.6510	0.0050	0.0000	0.0012	0.0001	0.0000
2 Collective Disposition on Environment		18	17.593	13.761	15.638	24.429	0.0000	0.0027	0.0000	0.0008	0.0000	0.0000
2.1 Readiness for future environmental changes	4	3	1.759	1.478	1.702	3.357	0.0300	0.5130	0.0000	0.1763	0.0000	0.0000
2.2 Sense of competition	5	3	3.444	2.457	3.170	3.786	0.0000	0.2498	0.2981	0.0039	0.0000	0.0899
2.3 Sense of opportunities in the environment	6	3	3.796	2.587	3.723	4.286	0.0000	0.9575	0.0759	0.0000	0.0000	0.1316
2.4 Activism vs. passivity	6	3	3.796	2.587	3.723	4.286	0.0000	0.9575	0.0759	0.0000	0.0000	0.1316
2.5 Perception on Customers and Reference Groups	9	3	3.481	2.391	2.277	4.643	0.0000	0.0000	0.0002	0.7727	0.0000	0.0000
3 Patterns of Social Interactions		48	35.519	37.674	39.000	6.071	0.0425	0.0121	0.0000	0.5736	0.0000	0.0000
3.1 Trust among people	10, 11	6	3.611	4.543	4.957	7.5	0.0015	0.0000	0.0000	0.01324	0.0001	0.0003
3.2 Sense of satisfaction on the pattern of relationship among people	12-14	9	6.870	7.609	6.723	9.929	0.0664	0.4756	0.0007	0.0095	0.0053	0.0003
3.3 Planning orientations in collective behaviour	15-20	18	13.704	14.196	15.638	23.000	0.9125	0.4929	0.0000	0.6161	0.0000	0.0000
3.4 Sense of satisfaction on communication patterns	21-25	15	11.333	11.326	11.681	19.643	0.2741	0.0035	0.0000	0.0542	0.0000	0.0000
4 Individuals in group Context		12	9.981	9.348	10.348	15.000	0.4734	0.7633	0.0023	0.7599	0.0013	0.0018
4.1 Locus of control	26-28	9	7.537	7.478	8.064	10.786	0.9665	0.6286	0.0006	0.7857	0.0003	0.0142
4.2 Task Orientation	36	3	2.390	2.688	2.571	3.083	0.3069	0.5965	0.0414	0.6513	0.1896	0.1316
5 Leader Influence		48	39.277	37.413	38.383	59.357	0.1325	0.3603	0.0000	0.6577	0.0000	0.0000
5.1 Subordinate perception on values and ideas planted by superiors	29-32	12	8.870	9.783	8.894	13.071	0.0570	0.9696	0.0001	0.0816	0.0002	0.0012
5.2 Spread of leadership among many in the department	33-35	9	7.352	7.913	7.255	10.786	0.1332	0.8036	0.0000	0.0426	0.0001	0.0000
5.3 Subordinate perception on superior behaviour	37	27	23.056	19.717	22.234	35.500	0.0007	0.2923	0.0000	0.0102	0.0000	0.0000

- Third, The present conceptualisation is that leadership is not the mere network of relationships among leader, followers and task environmental factors but the cultural force created by that network and it governs the behaviour of both the followers and the leader. Drawing from literature, it is identified that there are three basic leadership elements: leader behaviour, follower behaviour and task environmental factors. Next, it is conceptualised that the interactions of these three elements create a fourth phenomenon known as leadership. Thus, leadership is neither leader behaviour, nor the follower behaviour, nor task environmental factors but the output of their interactive behaviour.
- Fourth, The present conceptualisation identifies leadership as a type of “cultural force” because it is taken as a behavioural collection.

The schematic interpretation of the present discovery of leadership as a cultural force is illustrated in Figure 1.

Figure 1: Leadership as a Dynamic Process



As given in Figure 1, leadership is understood as a dynamic behavioural or cultural force, simply because what leads the people to do or not to do what they were doing or not doing was not the mere influence of their superiors or the mere influence of the surrounding administrative and technical systems. Indeed, it is the system of values, beliefs and artefacts that determine their mind set of governing the behaviour. It was revealed that there are such well established such mindsets that govern their behaviour overriding the impact of leader or system influences. These mindsets were results of past experiential learning and connected socialisation patterns.

Functional & Dysfunctional Form of Cultural Configuration

It is evident from the present research that organisational dysfunctionality as well as functionality is a result of complex interactions of many factors. Any attempt to single out or factorise, as it is done in most of the conventional analysis, is misleading and dangerous because, it is suggested, functionality or dysfunctionality is not a result of such isolated variables but the result of organisational context and content created by the complex and dynamic interactions among many factors and variables. Thus, what requires is a complex but naturalistic exploration and interpretation of those dysfunctional patterns of interactions. This section of the discussion arranges the present research explorations into such a form that helps identify culture-specific attributes of organisational functionality. The main aim of doing so is to explore a configurational map of the cultural functionality, which might throw some insight into dimensions of organisational analysis on leadership and culture. Explorations are mainly on the line of seven categories of coded concepts grounded in the monographic site, which can conceptually be generalised even to other sites. The conceptual connections among those seven major open codes provide a coherent framework of cultural functionality.

Rows and columns in Table 4 indicate the open codes of the research, and the main diagonal cells of grey colour indicate the dysfunctional dynamics of those main codes. Other cells of the table indicate the summary of the axial coding information to explain the interrelational dynamics of each code with other.

Table 4: OPEN AND AXIAL CODING OF DYSFUNCTIONAL CULTURAL CONFIGURATIONS OF LEADERSHIP

	Positional Leaders	Groups and sub groups	Individual	Common Purposes	Structure and Systems	External Environment	History and Learning
Positional Leaders	Focus on maintenance tasks; Have little trust on their subordinates; Low initiative; Subordination on the leaders; Unable to develop sustainable power distances; Unable to build 'role models'	Leaders of no group; Leaders become common point of attack and blame; Leaders are taken for granted to locate the reasons for inefficiencies and malfunctioning with anything	No confidence; No trust; Poor Social and Psychological contact	Mismanaged or non lead projections and dependence	Leaders are just an administrative point of the system to reinforce the status quo	No visionary leaders to envision the future state of the environment; Highly dependent personalities	Positional leaders are just a point in the organisational history; no leaders to built or change the history but the organisational history has decided the history of the positional leaders.
Groups and sub groups		Group functionality and basic assumption behavior; Dysfunctional routines and habits formed to accommodate behavioural neuroses rather than organizational goals	Mistrust; no confidence; highly volatile politicized connections	Not behaviorally absorbed by the groups; subordination of subordinate goals to group neuroses	Adjusted to accommodate political neuroses of the groups rather than task requirements	Responded to the environmental issues on an ex-post basis. No active effort to exploit environmental conditions	Evolution of organisational units has not provided a strong set of experiences on achievements; rather histories of socialisation with criticisms instead of appreciation
Individual			High External Locus of Control; High maintenance task Orientation; Low Learning potentials; Behavioural negativism	Subordinated 'superordinate' goal to individual neuroses	System inability to differentiate among people		
Common Purpose				No clear set of superordinate goals that are well shared and agreed upon by the group. A system of values and beliefs that has no positive contributions to organizational effectiveness; Not an intentionally built cultural configurations but automatically emerged cultures to accompany individual neuroses	No supreme set of goals to structural adjustments	No solid superordinate goals sets to accommodate future state of environment; Internal looking goal setting rather than external looking	Historical evolution of the organisational units has not created a superordinate set of goals as a cultural identity. No proper cultural and social set ups emerged to accommodate leaders.
Structure and Systems					Dominance of Politicized groups in the structure; System has no differentiation capabilities; Designed to accommodate bureaucracy	Introvert development of systems and structures to accommodate control rather than flexibility with environment; systems are unable to sense the environment	Evolved to maintain status quo; evolved on the basis of mistrust and controls rather than trust and flexibility
External Environment						Weak Competence; Unfavorable situational reference groups	The most influencing environmental components the government bureaucracy set-up shows an in-competent development
History and Learning						Poor influence from reference groups	A history of significant non public events and frustrations; social, cultural and technological stagnation

Source: Survey data

Table 5: OPEN AND AXIAL CODING OF FUNCTIONAL CULTURAL CONFIGURATIONS OF LEADERSHIP

	Positional Leaders	Groups and sub groups	Individual	Common Purposes	Structure and Systems	External Environment	History and Learning
Positional Leaders	Focus on Growth tasks; Have high trust on their subordinates; High rate of initiative; Subordinates have solid confidence on the leaders; Have develop a sustainable power distances. Sound 'role models'	Strong followership. Leaders become common point of reference and source of meaning. Leaders are taken to foster the source of expertise, solutions, and inspiration.	High confidence. High rate of trust; Positive Social and Psychological connect	Leaders have clear set of future goals and beliefs to project them in the hearts and minds of others in the organization	Leaders are structure dominant and tend to change the structure they want. Structure is for leader; not the leaders are to fill structural holes.	Leaders have well envisaged the future state of the environmental variables. ex-ante reactions to the environmental issues	History is of strong leaders and the lessons they taught; Organisational history is track records of solid leader in the past. History has build some solid role models
Groups and sub groups		Group maturity and mutually understood behaviour; Functional routines and habits formed to accommodate organisational and collective goals	Trust, confidence, highly positively politicized connections	Well absorbed by the group in a collective basis to underlie the collective behaviour. Group neurones are subordinate to superordinate goals.	Adjusted to accommodate task requirements rather than political neurones of the groups. Flexible enough to accommodate individual diversities	Responded to the environmental issues on an ex-ante basis. Active and proactive reactions to the environmental issues. Collective sense of environment is high	Evolution of organisational units has provided a strong set of experiences on achievements; history has built a high valence on the organisational activities in the individual and collective mind sets
Individual			High Internal Locus of Control Orientation High Learning potentials Behavioural positive orientation	High Congruence between organisation's superordinate goals and individual goals.	System is strong enough to differentiate among people on the basis of merits and commitments etc. System can accommodate diversities in behavioural styles		
Common Purpose				Clear set of superordinate goals that are well shared and agreed upon by the group; A system of values and beliefs that has positive contributions to organizational effectiveness; Intentionally built cultural configurations or automatically emerged cultures to accompany organisational goals	Clear and superordinate set of goals to facilitate structural adjustments	Solid superordinate goals sets to accommodate future state of environment. Both external and internal looking goal setting to build the balance between internal systems and external environment	The historical evolution of the organisational units has created a superordinate sets of goals as a cultural element. Sound cultural and social set ups was emerged to accommodate leaders.
Structure and Systems					Dominance of Politicked groups in the structure System has no differentiation capabilities Designed to accommodate bureaucracy	Introvert development of systems and structures to accommodate control rather than flexibility with environment. systems are unable to sense the environment	Evolved to be dynamic and self learning and adjusting. evolved on the basis of trust and flexibility rather than rigidity
External Environment						Strong competition Favourable external trends Positive influence from reference groups	Stakeholders systems are developing rapidly providing networked need and opportunity to develop
History and Learning							A history of significant successes; continuous social, cultural and technological advancements

Source: Survey data

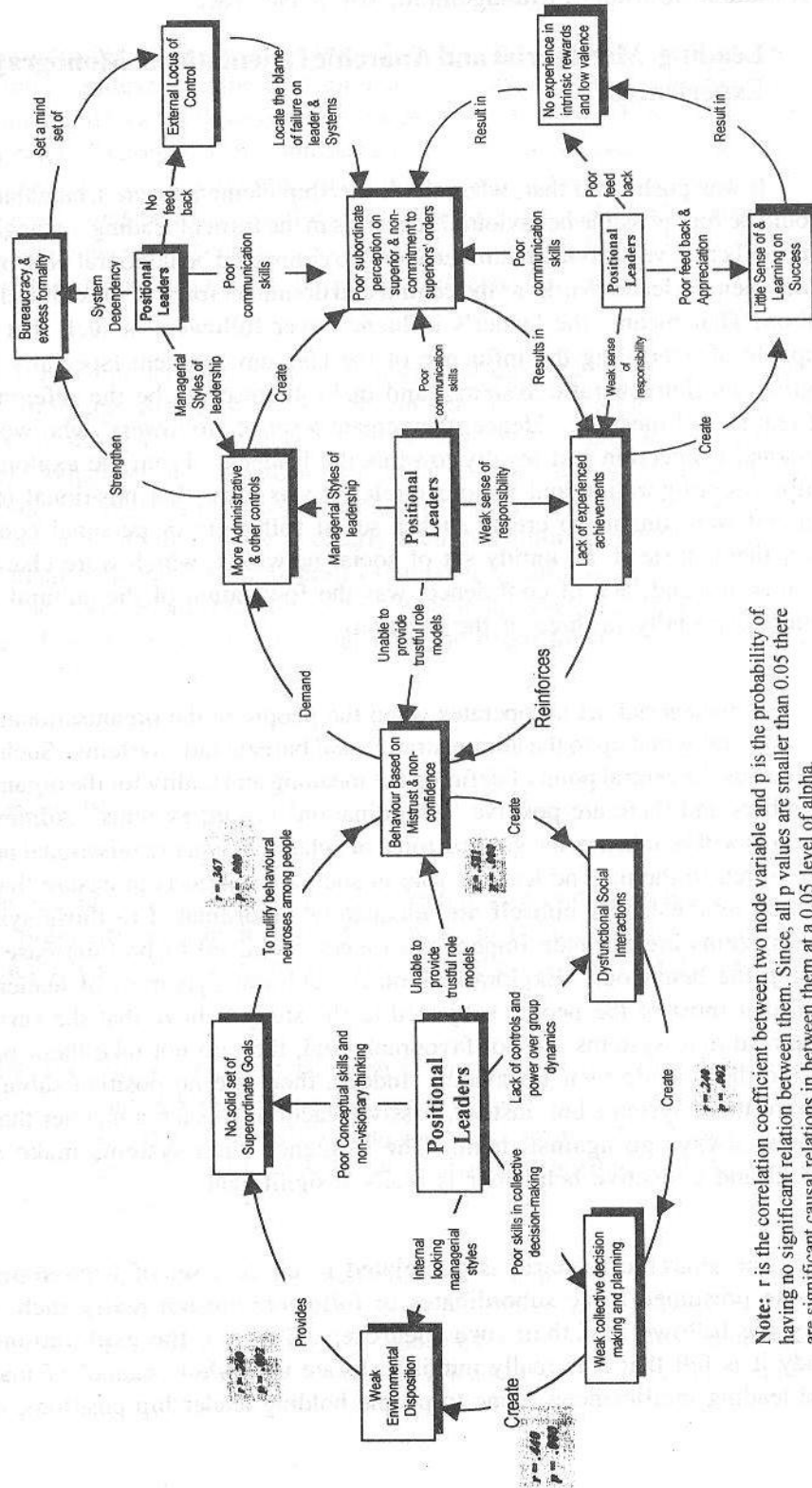
Polar Dynamism in Dysfunctional Cultural Configurations

It is a general belief among writers that dynamisms in organizational aspects always bring functionality. However, one of the interesting observations in the study is that, not only functionality but also dysfunctionality is dynamic. Dysfunctionality is conceptualized here, as the disability of the organization to move away from a non-performing state of affairs to a better performing state. Functionality is the ability to bring about and sustain positive changes to the existing social and technical system. It is observed in the dysfunctional sites that there was an inherent disability of the system itself to move away from the existing patterns of behaviour and performance. It is true that some changes have been initiated and implemented, but they were all temporary and there was a return to the earlier pattern of behaviour very quickly. That means, there observed a rotating dynamism where organizational changes are having an intrinsic tendency to revert back to the old state of affairs after a temporary enjoyment of changes. Analogically, it is like a cow tied to a pole rotating around the centric pole being unable to move away from the circle. This dynamism was identified as the polar dynamism in cultural dynamics.

The researcher explored some specific cyclical patterns of behaviour, which he would term '*vicious circles*' that make the organisational units unable to break the ties with the existing paradigm and move away to a new paradigm. (Analogically, similar to the cow's inability to break the rope by which it is tied to the pole). Indeed, some set of interconnected and interdependent circles, which form a complex network of causal interactions among major dysfunctional attributes, were identified. Figure 2 puts this complex network of interconnection into a schematic view.

As depicted in Figure 2, four major vicious circles were coded in the present research as the explanatory basis for the non-existence of cultural shifts. Functionality is absent there not because of a single reason but because of the complex interconnection among number of culture rooted behaviour patterns of organizational members including those holding leadership positions. Connections among these dysfunctional attributes are causal and they form a sort of vicious circles. These vicious circles keep the organization stuck in present status quo disabling a paradigm shift. The centred location of positional leaders indicates that the lack of leading potentials and traits of positional leaders play a central role in the creation of dysfunctional cultural dynamics of leaderships in those sites subject to the study.

Figure 5: Networks of Vicious Circles in Dysfunctional Forms of Cultural Dynamics of Leadership



Leading, Managerial and Anarchic Orientations: Monographic Experiences

It was postulated that, when the leadership elements were triangulated, there would be four possible behavioural scenarios in the form of leading, managing, anarchic and creative individualism. Leadership connected behavioural networks originate when the leader works as the central and dominant force of the cultural configuration. That means, the leader's influence over followers is such that they are capable of overriding the influence of the task environment (specially administrative and bureaucratic systems) and make themselves be the reference point of reality and meaning. Hence, they create a set of 'followers' who would have personal connection and loyalty towards the leaders. From the explorations on cultural configuration and vicious circles it was clear that positional leaders in general were unable to create such a set of followers or personal connections with them. Instead, an untidy set of social networks, which were characterised by mistrust and lack of confidence, was the foundation of the cultural configuration, especially in three of the divisions.

A managerial set up operates when the people in the organisational unit are behaviourally tied up to the administrative and bureaucratic systems. Such systems operate as the central point of defining the meaning and reality for the organisational members and there are positive 'subordination' toward systems. Administrative systems will be taken as the guiding force of behaviour and organisational behaviour is referred to them. The leader's role in such a scenario is to ensure that people as well as the leader himself are adequately subordinated to those systems so that systems are ultimate impersonal (hence, believed to be fair) base of governing the behaviour. Explorations on the cultural dynamics of leadership reveal that most of the people subjected to the study believe that the surrounding administrative systems are not favourable and, they do not take them positively letting them guide their behaviour. Indeed, there are no positive subordination toward those systems but, instead, passive reactions in such a manner that people cannot always go against them. The influence such systems make on individual and collective behaviour is really insignificant.

The anarchic scenario is postulated to contain set of behaviours where people presumed to be subordinates or followers are not really such; instead, they are followers of their own 'neuroses'. Through the explorations of the study it is felt that it is really unfair to locate the 'whole blame' of managerial and leading inefficiencies alone to people holding leadership positions, although

they are responsible for a major portion. It is strongly felt that, especially in an organisational context like the one studied in the present research, one important missing factor was followership or at least subordination. It is felt that, until people develop a strong set of competencies to be creative and innovative, they should be well-equipped with either the followership or the subordination. Perhaps, the best might be to be a follower of a strong role model and develop such creative competencies, which is, unfortunately, a missing factor in the cultural context of the dysfunctional configurations subjected to the study.

These anarchic patterns of behaviour are not universal across the divisions well as within the divisions. Although, anarchism has a significant presence especially in three of the divisions, there is reasonable degree of creative individualism. Whatever, the divisional performance exhibited is due to some individuals who are performing above average irrespective of the collective influences on them from others. It was clearly seen that cultural patterns of divisions are functional than that of the overall organisation; cultural patterns of departments in the division are functional than that of the divisions themselves; performance of individuals are functional than the departments.

Conclusions

The end objective of this type of inductive exploration is to derive some research propositions, which might be subject to further deductive studies in other sample sites. Propositions derived from the present research are given below.

Proposition 1: The interactions between leader behaviour, follower behaviour, and task environment create a cultural force, which can be identified as leadership, management, organizational anarchism or creative individualism on the basis of attributes of that cultural force.

Proposition 2: Four possible combinations of leadership elements can be identified in the dimension of dominance of one over others. The first is where the leader exercises dominance over the task environment and followers, which is labelled as a leadership situation. The second is

where the task environment is dominant over leader behaviour and followers, which is labelled as a managerial situation. The third is where the followers exercise dominance over other two elements and the situation is led by individual neuroses, which is labelled as anarchism. The fourth is where individuals with a firm set of values and creative potential dominate the situation and create a high performing organisation, which is labelled as creative individualism.

Proposition 3: There are discernible and describable cultural configurations that provide an explanatory ground for leadership, management or anarchism operating in the organisation concerned.

Proposition 4: Leadership is the cultural force that makes the cultural configuration move away from the existing state of equilibrium while management and anarchism are the cultural force that stabilises the cultural configuration in the prevailing paradigm.

Proposition 5: There are some vicious circles in organisational dynamics that ensure a polar dynamic equilibrium, a type of dynamism that rotates back to the old state of affairs, of organisation around the existing managerial or anarchic value systems.

Proposition 6: There are some virtuous circles in organisational dynamics that establish a move away from the polar dynamic equilibrium of organisation around the existing managerial value systems and, these virtuous circles are created by "leading value systems".

References

- Barrow, J.C., "The variables of Leadership: A Review and Conceptual Framework," *Academy of management Review*, 1977, Number 2, pp. 231 - 251.
- Best, John W., and Kahn, James V., *Research in Education*, 7th Ed., New Delhi, Prentice Hall of India Private Limited, 1996.
- Bradford, David L., and Cohen, Allan R., *Managing for Excellence: The Guide to Develop High Performance in Contemporary Organizations*, John Wiley & Sons, New York, 1984.
- Burnes, Bernard, *Managing Change: A Strategic Approach to Organisational Development and Renewal*, Pitman Publishing, London, 1992.
- Davis, Tim R. V. and Luthans, Fred, "Defining and Researching Leadership as a Behavioural Construct: An Ideographic Approach," *The Journal of Applied Behavioral Science*, 1984, Vol 20, Number 3, pp. 237 - 251
- Fiedler, Frec E., *A Theory of Leadership Effectiveness*, McGraw - Hill book Company, New York, 1967.
- Ghoshal, Sumantra and Bartlett, Christopher A., *The Individualized Corporation*, William Heinemann Random House UK Ltd., London, 1998.
- Hampden-Turner, Charles, *Corporate Culture: From Vicious to Virtuous Circles*, The Economists Books Limited, London, 1990.
- Handy, Charles, *Inside Organisations: 21 Ideas for Managers*, BBC Books, London, 1990.
- Hawkins, Peter, "Organizational Culture: Sailing Between Evangelism and Complexity", *Human Relations*, 1997, Vol. 50, No.4 pp. 417 - 439
- Heijden, Kees Van Der, "Strategic Vision at Work: Discussing Strategic Vision in Management Teams" in Hendry J. and Johnson G. with Newton J. (Ed) *Strategic Thinking: Leadership and the Management of Change*, John Wiley & Sons Ltd., West Sussex, 1993.
- Koontz, Harold, O'Donnel, Cyril and Weihrich, Heinz, *Essentials of Management*, 4th Ed., McGraw-Hill Book Company, New York, 1986.
- Kotter, John P., "Power, Dependence and Effective Management" *Harvard Business Review*
- Linda Smircich and Gareth Morgan, "Leadership: The Management of Meaning" *The Journal of Applied Behavioural Science*, 1982, Vol. 18, No.3,
- Lye Joanne, et. al. "Grounded Theory: A Theory Discovery Method for Qualitative Research" (Publication Unknown).
- Morgan Gareth, *Imaginization: New Mindsets for Seeing, Organizing, and Managing*, Response Books, New Delhi, 1997.
- Mintzberg, H. "The Effective Organisation: Forces and Forms", *Sloan Management Review*, 1991, Winter, pp.55-56,
- Mullins, Laurie J., *Management and Organisational Behaviour*, 3rd Ed., Pitman Publishing, London, 1993.
- Nanayakkara G, *Culture and Management in Sri Lanka*, Postgraduate Institute of Management, Dehiwala, 1992.

Nanayakkara G, *Some Behavioural Orientations of Sri lankan Managers*, **Research paper**, Organisational Behaviour 88-1, Postgraduate Institute of Management, Dehiwala, 1988.

Nanayakkara G, *Guidelines for the Presentation of Academic and Professional Work*, Postgraduate Institute of Management, Dehiwala, 1987.

Orlikowski Wanda J., *CASE Tools as Organizational Change: Investigating Incremental and radical Changes in System Development*, **Management Information System Quarterly**, 1993, Vol 17, No. 3.

Peters Thomas J., "Strategy Follows Structure: Developing Distinctive Skills", **California Management Review**, Vol. XXVI, No 3, 1984, reprinted in McCrathy Daniel J., et al. *Business Policy and Strategy: Concepts and Readings* (Homewood, Illinois: Richard D Irwin Inc., 1994)

Peters Thomas J., and Waterman Robert H., *In Search of Excellence: Lessons from America's Best Run Companies*, Warner Books, New York, 1982.

Quinn Robert E., and McGrath, Michel R., "Moving Beyond the Single - Solution Perspective: The Competing Values Approach as a Diagnostic Tool", **The Journal of Applied Behavioral Science**, 1982, Vol 18, Number 4, pp. 463 - 472.

Schein Edgar H., "Three Cultures of management: The Key to Organisational Learning", **Sloan Management Review**, 1996, Fall, pp.9 - 20.

Siegel Sidney, *Nonparametric Statistics for the Behavioural Sciences*, McGraw-Hill Book Company, New York, 1956.

Szilargy, Andrew D. and Wallace, Marc J., *Organisational Behaviour and Performance*, 2nd Ed. Goodyear Publishing Company Inc., California, 1980.

Vecchio Robert P., *Organizational Behaviour*, The Dryden Press, Fort Worth, 1991.

Wathne Kennethe, Roos John, and Krogh Georg von, "Towards a Theory of Knowledge Transfer in a Coorporative Context" in Krogh Georg von and Roos Johnson (Ed), *Managing Knowledge: Perspectives on Cooperation and Competition*, SAGE Publications, London, 1996.

Zaleznik, Abraham "Managers and Leaders: Are they different?", **Harvard Business Review**, 55(s) 1977.

Zaleznik, Abraham, *The Managerial Mystique: Restoring Leadership in Business*, Harper & Row Publishers, New York, 1989.