# The Reciprocal Relationship Between Organizational Culture and Leadership. How One Shapes the Other

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**Abstract:** The linkage between leadership and organizational culture is a tale old as time, but still misunderstood and sometimes disregarded. The critical impact they have on the success or failure of an organization must be analyzed and understood, especially in the public sector. This is why, this research wants to determine the predominant leadership style in Romanian County Councils (29 out of the total of 41 and a total of 985 responses) based on the type of organizational culture that is perceived by the respondents, using Denison's model to map the two main concepts. By understanding this, we might have a better idea regarding their openness to change, performance, efficiency and resilience all together. Based on the literature, we considered three leadership styles (transactional, transformational and servant) that can be correlated with Denison's model and relevant for the public sector as well. In our analysis we did an Exploratory Factor Analysis (EFA) to create the variable "leadership style" and correlated it with the four dimensions of culture (mission, consistency, involvement and adaptability). After our analysis we determined that the predominant leadership style in the Romanian County Councils is the transactional one, being highly associated with the "consistency" and "mission" dimensions from Denison's model.