Impact of Strategic Leadership on Organizational Wellbeing A Study Based on Sri Lanka Police

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Abstract

This study examines the impact of strategic leadership on organizational well-being, using the Sri Lanka Police as a case study. Strategic leadership plays a crucial role in fostering organizational success, particularly in complex and dynamic environments. The research explores key dimensions of strategic leadership, including alignment, decision-making and interpretation, and their effects on financial, social and human resource well-being. The study employed a qualitative research methodology, utilizing thematic analysis to identify the relationships among variables. The findings indicate a significant positive relationship between strategic leadership and organizational well-being, particularly in terms of social and human resource well-being. Based on these findings, the study recommends strengthening leadership development programs, implementing participatory leadership approaches and establishing structured frameworks to address external changes. Policymakers and law enforcement agencies can utilize these insights to refine leadership models and enhance organizational resilience. This research contributes to the existing literature by providing empirical evidence on the interplay between strategic leadership and organizational well-being in a public sector institution, emphasizing the need for adaptability and proactive leadership in managing external uncertainties.

Keywords: External Factors, Organizational Well-being, Strategic Leadership, Sri Lanka Police

Introduction

The basis of leadership in organizations is influencing and enabling both individual and group efforts to achieve common goals. Leaders can raise the output of a group by having an impact on the processes that determine performance. Managerialization is the adoption of business concepts in non-market industries. Starting in the mid 1980`s managerialization processes have spread widely throughout the public sectors of most western nations (Hood, 2000). The environment in which police organizations operate is dynamic and challenging(Ellefsen et al.,

2023). Accordingly, the quality of service and accountability are becoming more important concerns. The police forces in continental western European nations began to experience the managerialization process in the mid 1990`s. A large number of these management innovations were modelled after private market sectors. Their introduction to the public sector was justified by reference to real or imagined practices in the market sector. The introduction of quality management, development of new forms of leadership, the creation of management offices in police forces (which includes the emergence of new professional groups with a focus on economic and management) and the rising acceptance of ideas lie that people are "customers" of the police. If the police want to address these issues police must devise strategies that emphasize but not overstate the role in which they operate in society. Hence, rather than proactively resolving and preventing crime or attending to other social complex problems, the police need to concentrate their vision towards a service delivery model that is based on community needs and wants.

Research Problem

The world in which people today live is dynamic. Any business organization that wants to be sustainable needs to be innovative, creative and value creation for its customers. Thus, everyone must confront that fact and many theories of leadership have been established as a result of this phenomenon`s prominence. When implementing the changes in the organization leadership is the most important factor (Hill, 2004). It is commonly accepted that the dynamics of leadership have a significant impact on every decision made by the organization and it paves the way to organizational success. Availability of abundance literature on leadership emphasizes its importance and how much attention it should receive. Consequently, it is crucial and pertinent to continue literature about leadership and the relationship between leadership and strategy.

Police is one of the organizations that discharge duties to establish the criminal justice system (Ratnayake et al., 2023). In an increasingly, India plagued by corruption with a large local social structure, unequal national wealth distribution and prevailing poverty. In the view point of Sharma, (2006) policing urban areas is getting harder due to the rise in organized crime, the poor and unemployed, pressure on infrastructure and basic amenities, illegal settlements and the ruralization of the urban areas. However Özer & Tınaztepe, (2014) turned up Strategic leadership is becoming more important in small and medium enterprises as the demands on them have grown more complex as in any kind of organization. It is important to understand how strategic leaders most effectively improve company performance as their roles become more expand. Despite extensive research in a number of fields, there is a still significant gap to learn about the relationship between strategic leadership and organizational well being with in the Sri Lanka Police. Few studies have been studied the impact of financial well being and external contextual factors in this particular law enforcement context, underscoring the need for targeted study to improve organizational outcomes and leadership effectiveness.

Research Objective:

To identify the impact of strategic leadership for the wellbeing of the Sri Lanka Police

Literature Review

Police is an executive civil force of a state to which is entrusted the duty of maintaining public order and enforcing regulations for the prevention and detection of crime Ratnayake et.al, (2023). Police in the 21st century, not only provide security service rather it delivers many human and social services. Especially, worldwide police organizations are in general representing the economy and enhanced economic performance through providing security (Ratnayake. et al., 2024).

Organizational well-being theory

Wellbeing is defined in the oxford dictionary as general health and happiness. Another definition of wellbeing is the capacity to reach one`s own potential, manage day to day stress, perform well at work and contribute to the society in which one lives (Da Cunha Kemerich et al., 2014). The research by Keyes et al., (2000) determined organizations must foster a positive outlook on entity if the entity want to achieve greater success. With an emphasize on businesses that are for profit it characterize a positive organization as one that consistently generates profit in an efficient and constructive manner. Positive organizations are distinguished from companies that only focus on making a profit and growing shareholder value by encouraging and maintaining high levels of employee well-being and provide leaders with legitimate authority (Ratnayake, 2025). Keyes concluded in his research that the ability of managers to competently influence their employees is likely to be improved in for profit organizations that invest in leaders with legitimate authority.

Financial wellbeing

When an individual has enough money to live comfortably, they are referred to be in a state of financial wellbeing. Being financially healthy, happy and free from worries are the hallmarks of financial wellbeing. As per the study by Iramani & Lutfi, (2021) financial well being measured by assessing current financial pressures, satisfaction with current financial situation, comfort over with current financial situation, anxiety to meet the needs of daily expenses and confidence in meeting emergency financial needs.

Social wellbeing

In the view point of Boreham et al., (2016) a person`s wellbeing is influenced not only by the material resources that affect their capacity to lead a respectable life, but also their access to personal resources and services that enable them to engage in the kinds of relationships and activities that the majority of the members of a society find normal by the quality of their social networks. Work related skills and abilities are closely related to important components of social capacities. The argument is employment has historically been associated with greater wellbeing significant workplace changes over the past decades may have an effect on workers social wellbeing.

Human wellbeing

As outlined in the Moç, (2023) one of the most important factors in ensuring an organization`s sustainability is taking its employees welfare and wellbeing into consideration. It is important to highlight here that wellbeing initiatives have a positive impact on business success, employee loyalty and retention. Hence it further showed employee well-being, high morale,

productivity, motivation, high participation and fewer vacation days all contribute to the organization`s positive culture which strengthens the positive culture. Job autonomy, advancement opportunities, involved communication are important aspect of the HR environment that influence how public sector employees think and act (Hameed et al., 2022). Hence manager need to understand how important the HR environment is to improving HR well being. Leaders and managers should promote two-way communication[1] that invites employee input on organizational issues. Employees attachment and satisfaction are increased by this participatory management style as employees feel that their opinions are valued.

The relationship between organizational well being and strategic leadership is not fully examined in relation to Sri Lanka Police and therefore additional contextual studies within law enforcement are needed.

Leadership

Over the past century there have been numerous definitions and widely different interpretations of leadership. In the field of organizational behaviour and human resources management there is a wealth of literature on leadership that has been developed from a variety of viewpoints, theories and philosophies. Xu & Wang, (2008) mentioned that no other position in the organization has drawn as much interest as the leader. As representatives in the organization preferred culture and values and as role models it is widely accepted that leaders particularly those at the top of the organization have a critical role (Harris et al., 2007).

Ali, (2012) defined leadership as the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for achievement of group objectives. However, integrating all aspects of leadership behavior, leadership could be defined as "developing ideas and a vision, upholding that values support them, influencing others to adapt those values into their own actions and making difficult decisions about human and other resources.

Further hierarchical taxonomy explains the types of leadership behaviors that impact an organizations teams or work unit performance (Yukl, 2012). There are four meta categories. The main goals of each meta category vary, but they are all involve determinants of performance. The main goal of task-oriented behavior is to complete tasks in an efficient and reliable manner. The main goal of relations-oriented behavior is to improve the caliber of relationships and human resources which is referred as "human capital". The main goals of change-oriented behavior are to foster greater creativity, collective learning and adaptation to the environment. The main goals of external leadership behavior are to acquire necessary information and resources and to protect the interest of the team or organization.

Table 01: Hierarchical taxonomy of leadership behavior

Task oriented	Clarifying
	Planning
	Monitoring operations

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[1] Two-way communication is a management approach that encourages staff involvement in organizational decisions rather than just listening to employee grievances.

	Problem solving
Relations oriented	Supporting
	Developing
	Recognizing
	Empowering
Change oriented	Advocate change
	Envisioning change
	Encouraging innovation
	Facilitating collective learning
External	Networking
	External Monitoring
	Representing

Strategic Leadership

Research of Aslan et al., (2011) cited strategy as the long term direction chosen by the organization in order to achieve goals. Thus, strategy is considered as the action plan to achieve the goal. Strategic leadership is the wisdom and vision capabilities of planning and implementing of this plan in an unstable, complex, uncertain strategic environment that experienced leaders should have. As the definition make clear an organization`s role of strategic leadership is significant when dealing with environmental uncertainty. Strategic leaders should use innovation in their organizations because it is assumed that the organization will survive are the entities that can adapt to changes in the organization. A leader must make decisions in an uncertain environment and as globalization rises, the importance of strategic leadership in local and cross-cultural contexts.

The goal of strategic leader is to "walking the vision". This means that in order to implement a transformation the leader needs to win over a wide range of stakeholders from both inside and outside the company (Nutt & Backoff, 1993). Hence strategic leader clarifies the purpose explicit. The goal of the strategic leader is to get others involved in significantly altering the organization. This type of goal frequently requires a long-term dedication. Any change that affects the entire organization must consider the eco system of the organization as a whole. Therefore, a process of guidance that implements a new strategy can be conceptualized as strategic leadership.
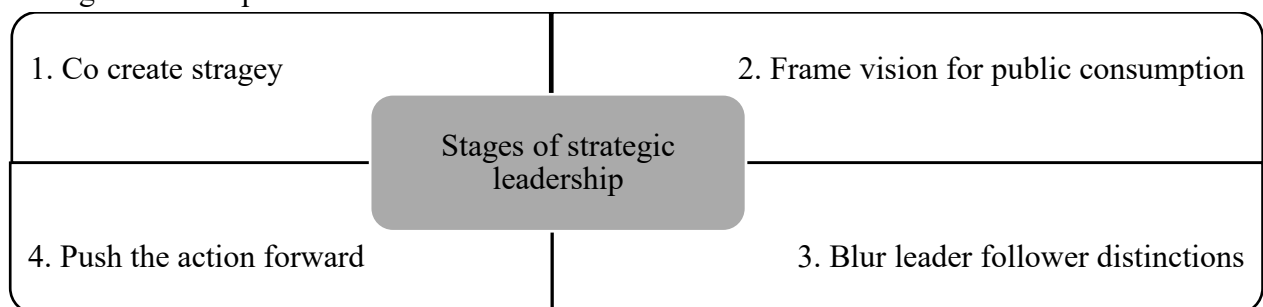

1. Co create stragey	2. Frame vision for public consumption
	Stages of strategic leadership
4. Push the action forward	3. Blur leader follower distinctions

Figure 1 - Stages of strategic leadership   Source - Nutt & Backoff, (1993)

Strategic Leadership in other industries

The critique provided Olaka et al., (2017) highlights the crucial impact that CEO experience has on strategic direction and decision making. The argument here is long serving CEO`s can offer stability, their commitment to the status quo can also create difficulties to adjust to new risks and opportunities. Hence, leadership teams may have actively balanced risk aversion and the need for innovation in industries like banking where performance has been stable. As per the study effective decision making requires hands on strategic involvement and experience than academic accomplishments. Finally, it has been concluded that when creating their leadership strategies, organizations can use this finding as a guide.

There is limited empirical data explicitly examining how strategic leadership impacts in organizational wellbeing in public sector organizations such as Sri Lanka Police, despite previous research emphasizing value of CEO experience in an efficient decision making.

Co create strategy

A revolutionary change might not be supported by the majority of stakeholders in public organizations. A strategic leader can select one of two paths to success. Leader can attempt to convince these parties and turn them into enthusiastic supporters. As an alternative strategic leader can influence them to adopt a neutral position to keep these stakeholders out of sensitive negotiations. As outlined by Nutt & Backoff, (1993) in order to create the future, strategic leaders look for areas of synergy between the ideas of exemplary followers. Core members of the strategic management groups are selected from among exemplary followers.

Frame vision for public consumption

In addition to providing a feeling of direction, the strategy is intended to calm fears (F. Xu et al., 2015). The argument here is unlike the private sector it is insufficient to merely use eye catching imagery to suggest something that seems helpful. Next by altering the context and filters, strategic leaders explain the strategy. Changing the filters reveals parts of the plan that addresses the issues and demands of different stakeholder groups.

Blur leader follower distinctions

In public organizations the lines between leaders and followers are blurred more often. A bureaucracy is run by civil servants who remain on staff when leaders change, usually within two years of each time. As a consequence, strategic leaders in public organizations have less authority than those in the private sector. Above all, in order to foster a sense of ownership the leader needs to enable exemplary followers as well as others who need to take action to start a change.

Further there are various ways that strategic leaders in public sector organizations can reduce hierarchical differences. Empowered followers can receive information from the leader that illustrates the organizational status and significant connections within the authority network.

Push the action forward

The strategic leader drives the action forward with capable followers eager to share the news. Hence the leader place themselves in the middle of the action. The strategic leader can draw attention and focus by keeping an eye on create attention and pay attention. Additionally, leader harnesses the constructive force of acquired optimism. Every danger is reframed to create an

opportunity. The strategic leader must continue, frequently in the face of intentional deception and the disillusionment that results from such behavior. The leader assists others become more productive as a way of overcoming these obstacles.

Dimensions for strategic leadership

Commitment to evolving vision

In order to exercise effective strategic leadership management must maintain everyone`s commitment and alignment with this evolving vision (Hitt et al., 1994). Thus, the change needs to be viewed as a process rather than a singular occurrence. Furthermore, Hitt showed that effective strategic leadership is a dynamic process that involves keeping the organization`s element coherent, communicating with every member on a regular basis and making constant efforts to keep members committed to the vision. In a view point of Davies & Davies, (2004) it is possible for strategic leader to be strategically oriented.[2] The capacity to think ahead seeing the bigger picture, comprehend the organizational current context are all components of the strategic orientation.

Focus on social capital and human capital

Strategic leader is able to concentrate on the resources that are most likely to have an impact on assuring long term success. This view is cited Mahdi & Almsafir, (2014) that the most crucial firm resources are people that is relationship with partner firms and the ability to build outstanding teams known as human capital.

Anticipate the future

Leaders need to be aware of and engage with the periphery in order to identify obstacles to change. Schoemaker & Krupp, (2015) showed that divergent attention and actions across multiple domains are necessary to be able to mind a wide periphery. After all its impossible to predict when the next important signal will emerge from the fields of politics, economics, technology or from the within industry itself in the form of competitors or customers. Strategic leaders anticipate by collecting information from a wide network of experts and other sources both inside and outside of their function or industry. Further as per the study of Davies & Davies, (2004) posited that strategic leaders have a dissatisfaction with the present. Thus, strategic leaders are ardent supporters of change who are able to see the strategic leap that an organization wishes to take. During an uncertainty period the organizational culture might not be as progressive as they are but strategic leaders are able to accept that fact.

The ability to challenge

Strategic leaders recognize that stimulating dialogue requires feedback from a variety of stakeholders including colleagues, frontline employees, peers in other industries and even rivals (Schoemaker & Krupp, 2015). As indicated by Ratnayake & Amarasinghe, (2025) this assists to foster innovative problem solving and strategic leader challenge by questioning traditional beliefs, customs and conventional knowledge.

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[2] Strategic orientation is the capacity to connect long range visions to day-to-day tasks.

The ability to interpret

Due to selective perception people's expectations of what they will see greatly influence how they interpret signals. People often distort reality to fit their mental models when something does not match rather than questioning their underlying assumptions. Hence strategic leaders interpret by using variety of lenses to make connections either by themselves or with others prior to drawing conclusions (Schoemaker & Krupp, 2015). Also, they are searching for more information to complete the picture. Davies & Davies, (2004) cited that strategic leadership occurs in an environment embedded in ambiguity, complexity and informational overloaded. Therefore, it is important for strategic leader to recognize new information, analyze it, apply it to new outcomes, leaders need ability to interpret.

The ability to decide

When faced with complexed decisions some leaders start to hesitate and slow down due to uncertainty by contradicting information. Hence as pointed out by Schoemaker & Krupp, (2015) leaders leap to the conclusion that a recommendation for a decision is correct even flawless. Decision cycles may thus proceed excessively slowly or quickly. Strategic leaders promote better decision making by demonstrating bravery in establishing a clear strategic direction and having the guts to make difficult choices when things are unclear. It has been demonstrated by Davies & Davies, (2004) that strategic leaders have leadership wisdom in the decision making. Thus practical skills are necessary to bring the ideas to life and persuade others of their worth.

The ability to align

According to a study by Beer & Eisenstat, (2000) the most deadliest strategy is lack of team alignment. On the other hand a study by Yukl & Lepsinger, (2008) on why organizations find it difficult to implement strategies 47% of leaders believed they were not properly involved in decisions that affected them. Strategic leads align well by recognizing the needs of important stakeholders and being able to create connections between disparate interests (Schoemaker & Krupp, 2015). In another major study Jimenez et al., (2021) found that promoting commitment via shared valued is a crucial component of the alignment. It would appear that the leaders own belief and ideas are crucial to this process and part of the leadership skill is actually making it happen for others. Therefore, leaders must be able to foster effective communication as well as a deep understanding of their own values. In contrast to Jimenez and Eisenstat, Davies & Davies, (2004) argues that theory of strategic opportunism leaders take advantage of important opportunities by being proactive and responsive into new information. The argument is if a leader has cognitive flexibility coupled with change- accepting mindset they can adopt and steer the organization toward new strategic directions.

The ability to learn

De Geus, (1998) conducted research on what businesses need to do in order to survive for 200 years or more and concluded that the only sustainable competitive advantage may the ability to learn faster than your competitors. Strategic leaders stimulate learning by promoting experimentation and "failing fast" as a means of learning and innovation (Schoemaker & Krupp, 2015). Strategic leaders have the ability to develop strategic capabilities. The research

carried out by Leseketeti & Waithaka, (2020) stated that targeting the education sector stated that in the majority of western economies increasing educational standards through annual test scores is the main goal of central government initiatives. However, this strategy`s drawback is that it concentrates efforts on achieving immediate goals. Hence teachers' specific skills may therefore be improved by learning how to use the newest literacy pack from the government, but for the organization to be sustainable deeper strategic capabilities must be developed.

Development of a strategic leadership

As pointed out by Hitt et al., (1994) an organization`s educational initiatives are one of the ways to developing human capital. Hence training and development initiatives help employees communicate with one another by creating a shared language, professional network and constructing a common vision of the ideal organizational identity. Consequently, this will influence flexibility by aiding in the development of vital skills required to successfully respond to competitive challenges and foster cohesion by helping to instill a shared set of core values.

Methodology

Research methodology is the blue print of conducting the research where it deals with overall data collection process. Further, research methodology focuses how researcher will be collecting data, approach, philosophy, following what method, strategy, etc. Saunders et al., (2019) showed that there are different layers of research methodology which explaining each element for the researcher to make the decisions based on the research aims and objectives.

Conceptualization

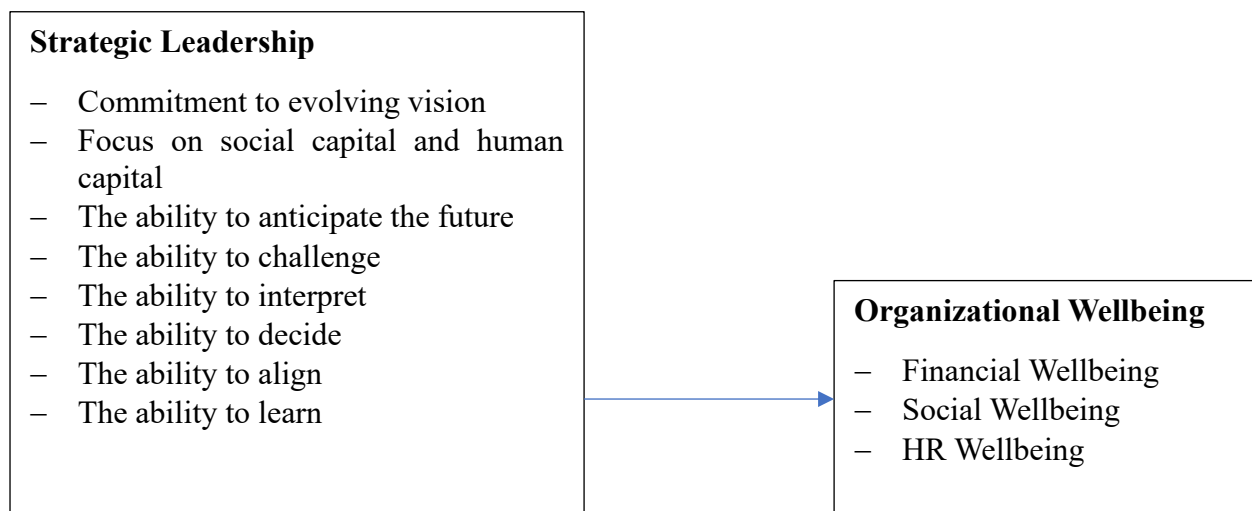| Strategic Leadership	Organizational Wellbeing
– Commitment to evolving vision – Focus on social capital and human capital – The ability to anticipate the future – The ability to challenge – The ability to interpret – The ability to decide – The ability to align – The ability to learn	– Financial Wellbeing – Social Wellbeing – HR Wellbeing

Table- Operationalization Table constructed by the Authors, based on the literature

Research Philosophy

Research philosophy focuses the hypothesis of the research, its knowledge and nature. It is the foundation of the research methodology. Generally, research philosophy consists with three types such as positivism, pragmatism and interpretivism. For this study factors affecting the strategic leadership in the Sri Lanka Police, the interpretivism research philosophy has been chosen. Thus, interpretivism research philosophy depends on understanding subjective

experiences, rather than objective nature data collection. Based on the research carried out M. Saunders et al., (2019) found research approach allows the researcher to decide on which direction to go and what kind of research results to obtain based on the domain area of the problem statement. There are two approaches deductive and inductive reasoning. For this study factors affecting the strategic leadership in the Sri Lanka Police, the inductive reasoning approach has been selected. Also, here researcher is identifying a narrow gap for further exploration and accurate outcome generation. As per the research onion designed by the M. Saunders et al., (2019) showed case study, ethnography, survey, experiment are some of the strategies could be used by the researcher to collect the data. In this research study, researchers are willing to understand the strategic leadership in the Sri Lanka Police and therefore these factors require the collection of data from the direct participants to know their perception. Finally, an interview strategy has been chosen for this study, where certain questionnaire based on the research area aims and objectives are developed and interviewed senior police officers for collecting their responses. Hence interviews, observations, focus groups are the qualitative data collection methods (Ranney et al., 2015).

Research Design

Data Collection

The study engaged both primary and secondary data sources. The secondary data mainly consists of website of Sri Lanka police and the research papers which helped identify the empirical issues in the police. Additionally, international and local journals and proceedings of the conferences were helpful in formulating the research problem, reviewing extant literature and developing the structured questionnaire. The police organization is a highly important organization which is operated on defense sector. Hence, senior gazette officers are actively involved in strategic decision making and policy implementation and those officers represent the highest levels of leadership in the Sri Lanka Police. Therefore, considering the scope of the Sri Lanka police, the research focused on senior Gazetted officers in Sri Lanka Police.

Sample Size

Currently, Sri Lanka Police has around 500 senior gazette police officers. Due to the senior officials hectic schedules and availability, bigger samples are not viable. Therefore, purposive sampling method has selected for the study. This study focused only on 15 numbers of Senior gazette officers including ASP`s, SP`s, SSP`s, DIG`s and Senior DIG`s.

Validity

Interview questions were compared to theories in strategic leadership and organizational wellbeing to evaluate construct validity. A thorough analysis of existing literature and frameworks, such as strategic leadership theory served as the foundation for the development of the research instrument. The accuracy of the constructs was confirmed through pilot testing with a small group of police leaders and feedback from subject experts.

Data Analysis method

As suggested by the Braun et al., (2017) thematic analysis strategy was used to analyze the data. First familiarize with data, create initial codes, collates codes with supporting data, group codes into themes, revise themes, write narratives are six steps explained in thematic analysis. This analysis

was employed as to analyze the qualitative data collected from the interviews. All the interviews were conducted via face-to-face meetings and recorded with the consent of the respondents.

1. The data which is in the form of recordings were transcribed.

2. Conduct a microanalysis of each interview in order to understand any overlooked meaning in the paragraphs, sentences and words.

3. Codes were defined as the most basic segment in a meaningful way from the gathered data. Codes were thoroughly examined to create potential themes and themes were created by analyzing, combining and comparing how codes are related to one another.

4. Created themes were reviewed to ensure whether they were delineated in the captured coded data.

5. Then the definition and narrative description were created for each theme highlighting its importance to the study questions.

Findings

Following codes or subthemes were developed and based on those sub themes main themes were developed.

Sub theme	Main theme
Clarity of vision	Visionary Leadership
Alignment with Country`s goals	
Long term strategic planning	
Open communication channels	Transparent communication
Feedback mechanisms	
Transparency in decision making	
Emotional support	Supportive leadership to employee well being
Stress management initiatives	
Recognition and rewards	
Delegation of Authority	Decentralized decision making
Autonomy in task execution	
Encouraging initiative	
Bureaucratic constraints	Challenges in Strategic leadership implementation
Resistance to change	
Resource limitations	
Leadership development programmes	Capacity building
Skill enhancement	
Continuous learning culture	

Accountability practices	Organizational culture
Professionalism standards	
Team cohesion	

Source: Developed by the Researcher

Theme 1: Visionary Leadership

"Our senior officers within the Sri Lanka Police emphasized a clear vision that aligns with national security goals. This vision helped officers understand their roles better and motivated them towards collective objectives. Our strategic plans are aligned with government priorities, which creates a sense of purpose and direction across the organization. Our senior officers emphasize not just immediate issues but also long-term safety and community trust, which helps sustain organizational wellbeing."   *(Participant 1- Police Officer 2)*

Theme 2: Transparent communication

"Regular briefings in every week and open forums allow officers in charges to voice concerns and stay informed, reducing rumors and anxiety. We actively seek feedback from officers in charges, which makes them feel valued and part of the decision-making process. When decisions are explained clearly, even unpopular ones are better accepted, which maintains trust within the force."   *(Participant 2- Police Officer 1)*

Theme 3: Supportive Leadership

"During stressful operations, our senior officers are not checking on our mental health and not provide counseling support, which is crucial for wellbeing. The introduction of stress relief programs and flexible scheduling is needed indeed to reduce burnout among officers. Very rarely acknowledging hard work publicly boosts morale and encourages continued dedication."   *(Participant 3- Police officer 3)*

Theme 4- Decentralized decision making

""Leaders don't trust us with decision-making at the ground level, which decreases their confidence and responsiveness. Hence, not having the freedom to adapt tactics based on situations limit us to be ineffective. Innovative ideas from junior officers are welcomed in certain situations only, not fostering a culture of continuous improvement." *(Participant 4- Police officer 5)*

Theme 5- Challenges in Strategic leadership implementation

"Sometimes, hierarchical procedures delay urgent decisions, affecting our ability to respond swiftly. Some senior officers prefer traditional methods and are hesitant to adopt new wellbeing initiatives. Lack of adequate funding and infrastructure often hampers the execution of strategic plans."   *(Participant 5- Police officer 6)*

Theme 6- Capacity building

"We don't have regular workshops on strategic thinking to improve our ability to handle complex challenges. If we have training in communication and conflict resolution then it will enhance our interactions within the force and with the public. However, our organization encourages learning from past experiences to improve future strategies."

                    (Participant 6- Police officer 4)

Theme 7- Organizational culture

"Clear accountability frameworks ensure everyone understands their responsibilities, reducing complacency. Our leadership has raised for professional conduct, positively affecting public trust. A shared vision and supportive leadership in certain situations have strengthened team spirit and job satisfaction to a certain extent."   *(Participant 2- Police Officer 1)*

Discussion

The findings of this study reveal unique insights into how strategic leadership promotes organizational wellbeing within Sri Lanka Police both strengths and areas needing improvement. Hence, findings show visionary leadership is essential to coordinating the goals of the police organization with those of national security. According to participant one having a clear, long term vision assist police officers feel purposeful and directed which inspires them to work toward collective goals. This support with previous literature of Hitt et al., (1994) that emphasizes the importance of vision as a foundation for long term organizational commitment and wellbeing. However other themes suggest it is still difficult to convert this vision into daily practice at all levels in the police. Also, one important element in fostering trust and lowering officer's anxiety levels was transparent communication. As per the participant two regular briefings promote feedback and ease the flow of information which increases officers' sense of involvement in decision making. This result is consistent with Hitt et al., (1994) which holds that candid communication promotes participation. The argument here is even controversial decisions should be explained in detail to preserve organizational cohesiveness and trust. On the other hand, there seems to be a need of urgent attention for supportive leadership in the area of stress management. According to participant three, there is deficiency of appropriate counselling and emotional support in Police, those are critical for reducing burnout in high stress situations. Consequently, the lack of acknowledgement for officer's contribution further undermines morale. Further, the theme of decentralized decision-making highlights important limitations in the way leadership is currently practiced. Participant four`s perception of limited autonomy and no supports for grassroot creativity emphasizes to a centralized control culture. As to Yukl, (2012) adaptive leadership promotes empowerment and flexibility to negotiate complex contexts, but in Sri Lanka police it limits responsiveness and hinders continual improvement. As such encouraging a creative culture is inconsistent when junior officer`s ideas are partially accepted. Alternatively, participant five emphasized structural and bureaucratic barriers to effective leadership including opposition to change and hierarchical delays. Hence, physical resource limitations and some senior officers' preference for conventional approaches make it even more difficult to implement well being programmes. These findings are in line with Boreham et al., (2016) where limited resources frequently prevent strategic advancement. Based on participant six, the absence of consistent leadership training and development initiatives indicates weaknesses in the Police ability to create strategic skills. The lack of organized workshops on strategic thinking, communication and conflict resolution reduces officer's readiness to tackle difficult problems, even though it is encouraged to learn from prior experiences. This finding underscore with the previous literature Hitt et al., (1994) that emphasizes how crucial ongoing professional development is to maintaining organizational

wellbeing. Finally, the results of the organizational culture of the Sri Lanka Police are not consistent with the previous research results. Consequently, increased professional standards and transparent accountability systems boost public confidence and reduce complacency. The limited degree to which team spirit has been strengthened by supportive leadership and a common goal indicates that cultural change is incomplete.

Conclusion

This study offers insightful information regarding how strategic leadership assists the Sri Lanka Police promote organizational wellbeing. The findings demonstrate that cultivating a sense of purpose and group commitment among officers requires visionary leadership which is defined by a clear long-term vision. Additionally, transparent communication promotes participation in decision making, lowers fear and builds trust. Supportive leadership is lacking, particularly in mental health and stress management that undermining officer's morale and wellbeing. Thus, the culture of centralized decision-making limits creativity and autonomy which hinders the organization capacity to continuously adapt and improve. As such, the efficient execution of strategic initiatives and wellness programs is further hampered by structural obstacles such as bureaucratic delays and opposition to change. Furthermore, the absence of capacity building initiatives such as training in communication and strategic thinking impairs police officer's ability to handle difficult situations. Although public trust has been positively impacted by advancements in professional standards and accountability, the police incomplete cultural change indicates that more work is required to foster team work and supportive leadership. Overall this study emphasizes how crucial it is to address organizational culture and leadership practices to improve the productivity and well being of the Sri Lanka Police. In order to create a police force that is robust and adaptable, future strategies should prioritize mental health assistance, invest in leadership development, empower officers and encourage innovation.

Recommendations

In order to enhance strategic leadership and organizational well-being within the Sri Lanka Police, several recommendations are proposed.

i. Leadership development programs should be strengthened to cultivate essential leadership attributes such as alignment, decision-making and interpretation. Regular training sessions focusing on strategic foresight, crisis management and adaptability will help police leaders navigate an increasingly complex environment. National Police Academy should serve as the responsible authority in executing this action.

ii. Institutional policies should encourage a participatory leadership approach that promotes collaboration and employee engagement. This will enhance morale and increase human resource well-being. Responsibility for this action should be assigned to the Human Resources Management division.

iii. A structured framework should be developed to proactively address external factors such as political, technological and regulatory changes. Establishing a task force to continuously monitor and adapt to these changes will improve resilience and strategic alignment. The Ministry Law and order should serve as the responsible unit for this action.

Implications

The findings of this study have significant implications for policymakers, Sri Lanka Police and leadership development practitioners. The research underscores the importance of strategic leadership in fostering organizational well-being. Policymakers should consider these insights when designing leadership frameworks for public sector organizations. Sri Lanka Police can utilize these findings to refine their leadership models and training programs, ensuring officers are better prepared to handle external challenges. Moreover, leadership development practitioners can integrate the study's insights into training curricula, emphasizing adaptability, resilience and visionary leadership. Ultimately, by strengthening strategic leadership capabilities, organizations like the Sri Lanka Police can enhance their overall performance, sustainability and service delivery.

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